Department of Defense
Human Resources Management

02/08/2006

P&R Architecture Sharing Day
with Services and Components

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Agenda

0900 – 0915 Welcome and Introduction

0915 – 0945 P&R Architecture Overview

0945 – 1015 P&R Business Reference Model

1015 – 1030 BREAK

1030 – 1215 HRM Architecture Overview

1215 – 1315 LUNCH

1315 – 1330 Air Force Architecture Integration

1330 – 1345 Architecture Products and the Certification Process

Agenda (continued)

1345 – 1430 Initiatives

- Defense Information Technology Portfolio Repository (DITPR)
- Organization Unique Identifier (OUID)
- Standard Financial Information Structure (SFIS) – HRM Participation

1430 – 1445 BREAK

1445 – 1545 Military Health System (MHS) Architecture Discussion

1545 – 1555 HRM Website Review

1555 – 1630 Planning Federated Architectures

Department of Defense
Human Resources Management

Administrative

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Administrative and Welcome

- Main phone number : 703-816-5201 (Reception Desk)
- Fax number : 703-816-5444 (Reception Desk)
- Refreshments available in hall (donation required)
- Restrooms located off main hallway
- Lunch arrangements are “on your own”
- Sign-in sheet and name tags are at the sign-in table in the hall

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Human Resources Management

Welcome

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

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P&R Architecture Overview

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Agenda

- **Overview of HRM CBMA Architecture**
  - Purpose
  - Scope
- **HRM CBMA Architecture Methodology**
  - Alignment of Strategic Goals, Capabilities, Activities
  - Integration of Architectures
- **Work Completed**
  - HRM v 1.0
  - Business Enterprise Architecture-Personnel Visibility
- **Work In Progress**
  - HRM v 2.0 (Personnel Visibility, Manpower, Travel)
  - BEA 3.1
  - Initiatives (SFIS, OUID)
  - Federal Enterprise Architecture (FEA) -BRM
  - Air Force Documentation
- **Future Efforts**
  - HRM v 3.0 and Beyond
  - BEA 4.0
  - HRM Community of Interest (COI)

HRM CBMA Architecture – Purpose

The purpose of the Human Resources Management Architecture is to support the various analytical processes that support HRM transformation:

- HRM Business process reengineering
- Data standardization and data management
- System certification
- HRM IT portfolio analysis
- HRM acquisition processes

HRM CBMA Architecture – Purpose (continued)

Additionally, it will:

- Provide an “overarching” framework for future HRM initiatives
- Serve as a blueprint to improve, re-engineer, and integrate HRM best practices to implement solutions in response to emerging business needs
- Serve as a common lexicon of operational activities, capabilities, system functionality, and operational roles across DoD
- Foster interoperability among HRM, DoD, other Federal Agencies and business partners
- Serve as Capstone Architecture for Human Resources Management
- Identify “seams” or linkages between Component, HRM, Enterprise, and Federal Architectures

HRM CBMA Architecture - Scope

- USD (P&R) is the functional sponsor for the HRM CBMA.
- HRM includes all of the functional areas under the auspices of the USD (P&R), including Civilian HRM, Military Health Systems, and Military and Other HRM.
- HRM encompasses the following Lines of Business:
  - Recruiting and Accessions
  - Assignment/Placement/ Transfer
  - Travel Management
  - Personnel/Pay Management
  - Personnel Development
  - Law Enforcement
  - Legal Affairs
  - Personnel Security
  - Position Management
  - Military Health Services Management
  - Quality of Life/MWR Programs
  - InterAgency Support
  - Retirement/Separation
  - Benefits Management

HRM CBMA Architecture – Utility

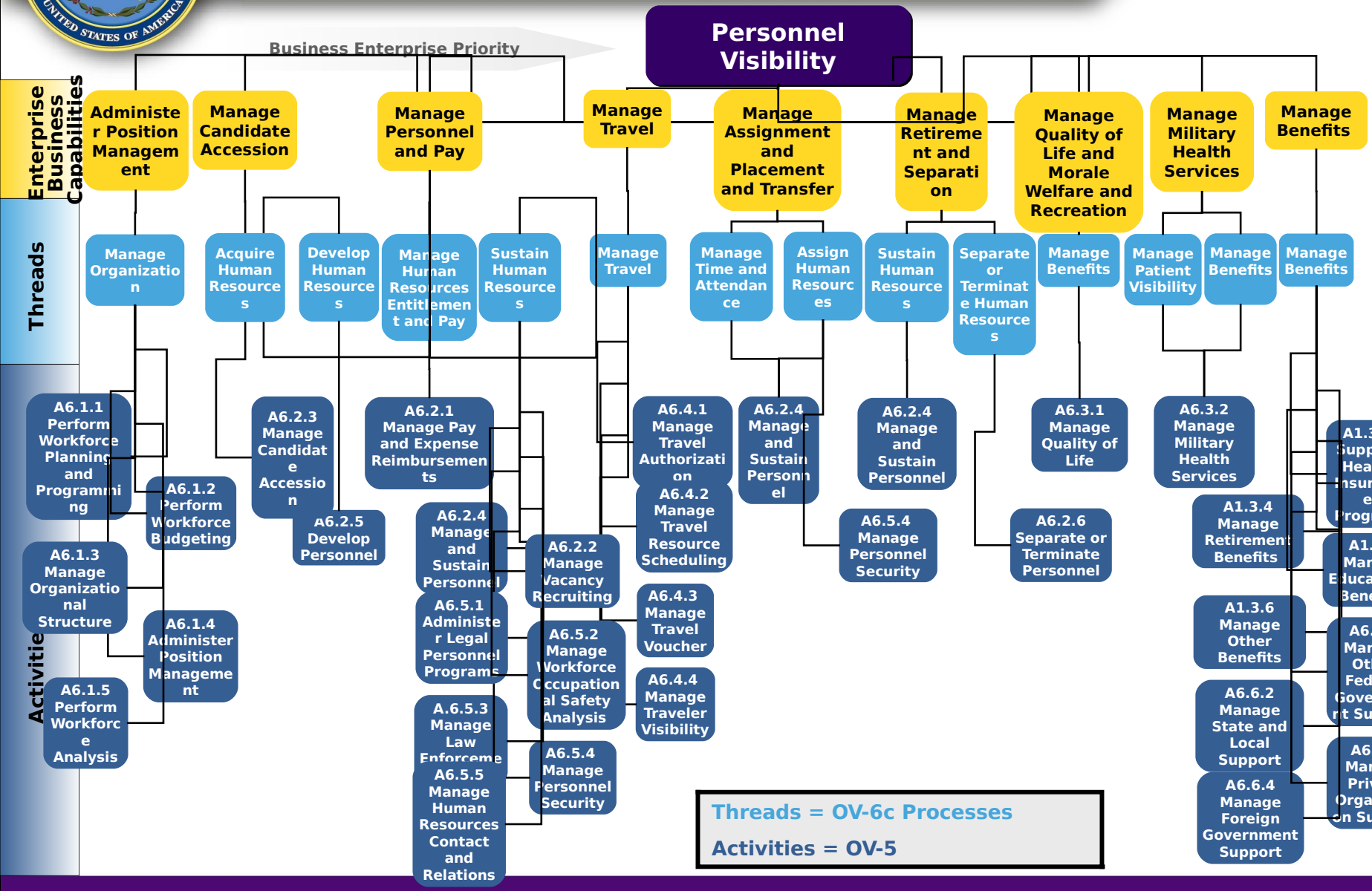
- The HRM CBMA Architecture provides a structured, common framework for analyzing business capabilities, activities, processes and data
  - **DoD Business Enterprise Clarity:** The corporate requirements for business execution at DoD
  - **Horizontal and Vertical Business Transformation Focus:** Optimizing end-to-end processes, not stovepipes
  - **Business Alignment to Warfighter Needs:** Aligning to the mission of the Department, and using this alignment to drive urgency
  - **Capabilities, not Systems, as Deliverables:** Systems follow business requirements – resetting expectations
  - **Accountability:** Development of architectures and identification of capabilities at the appropriate level - component, CBMA, and Enterprise

OUSD (P&R) Strategic Goals

- Achieve total personnel visibility and accountability to include: military service members, civilian employees, military retirees, and other US personnel in a theater of operations (including contractors and other federal employees)
- Improve military health care delivery through a more efficient healthcare claims system, more accurate patient diagnostic coding, and joint medical material asset visibility
- Enhance force management through position accountability and visibility (military and civilian)
- Integrate Civilian Personnel and Pay
- Achieve integrated total force management

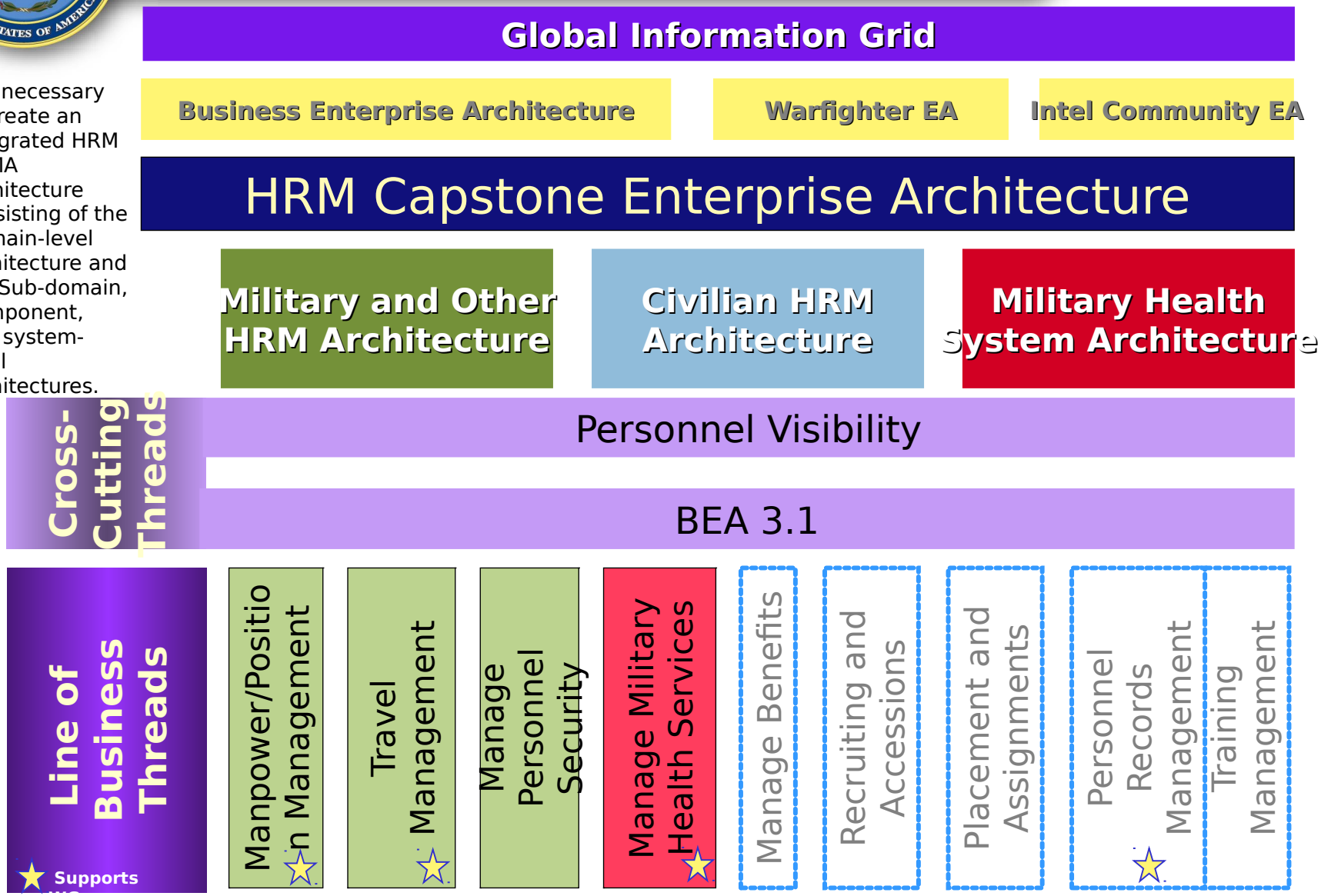
Department of Defense – Human Resources Management

Alignment of Strategic Goals, Capabilities, Activiti


Business Enterprise Priority
Personnel Visibility
Enterprise Business Capabilities
Threads
Activities
Administer Position Management
Manage Candidate Accession
Manage Personnel and Pay
Manage Travel
Manage Assignment and Placement and Transfer
Manage Retirement and Separation
Manage Quality of Life and Morale Welfare and Recreation
Manage Military Health Services
Manage Benefits
Manage Organization
Acquire Human Resources
Develop Human Resources
Manage Human Resources Entitlement and Pay
Sustain Human Resources
Manage Travel
Manage Time and Attendance
Assign Human Resources
Sustain Human Resources
Separate or Terminate Human Resources
Manage Benefits
Manage Patient Visibility
Manage Benefits
Manage Benefits
A6.1.1 Perform Workforce Planning and Programming
A6.1.2 Perform Workforce Budgeting
A6.1.3 Manage Organizational Structure
A6.1.4 Administer Position Management
A6.1.5 Perform Workforce Analysis
A6.2.3 Manage Candidate Accession
A6.2.5 Develop Personnel
A6.2.1 Manage Pay and Expense Reimbursements
A6.2.4 Manage and Sustain Personnel
A6.2.2 Manage Vacancy Recruiting
A6.5.1 Administer Legal Personnel Programs
A6.5.2 Manage Workforce Occupational Safety Analysis
A.6.5.3 Manage Law Enforceme
A6.5.4 Manage Personnel Security
A6.5.5 Manage Human Resources Contact and Relations
A6.4.1 Manage Travel Authorization
A6.4.2 Manage Travel Resource Scheduling
A6.4.3 Manage Travel Voucher
A6.4.4 Manage Traveler Visibility
A6.2.4 Manage and Sustain Personnel
A6.5.4 Manage Personnel Security
A6.2.4 Manage and Sustain Personnel
A6.3.1 Manage Quality of Life
A6.2.6 Separate or Terminate Personnel
A6.3.2 Manage Military Health Services
A1.3.4 Manage Retirement Benefits
A1.3.6 Manage Other Benefits
A6.6.2 Manage State and Local Support
A6.6.4 Manage Foreign Government Support
A1.3.3 Support Health Insurance Program
A1.3.5 Manage Educational Benefits
A6.6.1 Manage Other Federal Government Support
A6.6.3 Manage Private Organization Support
Threads = OV-6c Processes
Activities = OV-5

Methodology: Integration of Architectures

It is necessary to create an integrated HRM CBMA Architecture consisting of the Domain-level architecture and the Sub-domain, Component, and system-level architectures.



Work Completed (HRM v 1.0)

- HRM v 1.0
  - Baselined HRM Level Architecture Products, will serve as a framework for future development of thread architectures
- BEA v 3.0
  - Personnel Visibility
- Architectures were developed with a core set of DoDAF products which included:

Operational Views

Operational Node Connectivity (OV-2)
Information Exchange Report (OV-3)
Activity Model (OV-5)
Operational Business Rules (OV-6a)
Logical Data Model (OV-7)

System Views

System Interface Diagram (SV-1)
System Function Description (SV-4)
Operational Activity to System Function Matrix (SV-5)
System Data Exchange (SV-6)

Other Views

Over View/Summary (AV-1) Integrated Dictionary (AV-2) Technical Architecture Profile (TV-1)

Work Completed (Personnel Visibility)

- Personnel Visibility (PV) is defined as having real time, reliable information on military service members, civilian employees, military retirees, contractors (in theater) and other US personnel, across the full spectrum - - during peacetime and war
- Cross-cutting (horizontal) thread architecture
- Developed comprehensive set of architecture products
- Validated by functional experts during a three day workshop the week of June 19, 2005

Operational Views

Operational Node Connectivity (OV-2)
Information Exchange Report (OV-3)
Activity Model (OV-5)
Operational Business Rules (OV-6a)
Logical Data Model (OV-7)

System Views

System Interface Diagram (SV-1)
System Function Description (SV-4)
Operational Activity to System Function Matrix (SV-5)
System Data Exchange (SV-6)

Other Views

Overview/Summary (AV-1)

Integrated Dictionary (AV-2)

Technical Architecture Profile (TV-1)

Work In Progress

- Baselining BEA 3.1 and HRM v1.1
- HRM v 2.0 (Personnel Visibility, Manpower, Travel, and Assignment)
- BEA 4.0 (Decision Support System, JCIDS, PPBE, Intergovernmental Transfers, Environmental Safety and Occupational Health (ESOH))
- Standardization Initiatives (SFIS and OUID)
- Federal Enterprise Architecture Linkages - Business Reference Model
- Air Force Documentation supporting DGFA

Future Efforts

- HRM v 2.0 and Beyond
- BEA 4.0
- HRM CBMA Community of Interest

HRM CBMA COI Background

- Dr. Chu directed establishment of the "Human Resources Management (HRM) Core Business Mission Area (CBMA) Community of Interest (COI)" in a memo on November 15, 2005
- HRM CBMA COI will:
  - Serve as a collaborative forum for identification and resolution of issues and topics that impact CBMA priorities and DoD Net-Centric goals
  - Provide direction for working groups and functional COIs, which will be established as necessary to address cross mission area functions and HR processes

HRM COI Goal and Objectives

Overarching Goal:

Serve as a collaborative forum across DoD for identification and resolution of issues and topics that impact HRM CBMA priorities and DoD Net-Centric goals

Objectives:

- Support current and future Defense Business Systems Management Committee (DBSMC) priorities
- Focus on transformation opportunities
- Pursue the goals outlined in the DoD Net-Centric Data Strategy
- Address HRM issues that impact one or many DoD Mission Areas

Questions

- DoD Human Resources Management

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Human Resources Management

HRM CBMA Business Reference Model

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

What is the HRM CBMA Business Reference Model (BRM)?

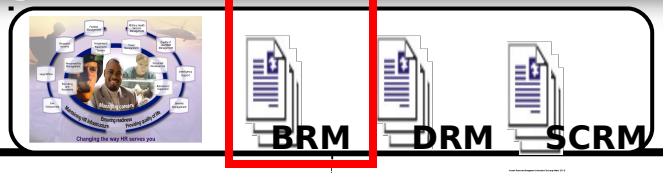
- Desk reference
- Takes complex models and makes them easily accessible
- Does not replace the architecture products
- Based on Office of Personnel and Management (OPM) and Federal Enterprise Architecture (FEA) Reference Models

What Does the HRM CBMA BRM Do?

- Defines and communicates a high-level view of how HRM achieves the HRM CBMA business mission, the mission of the federal government, and the individual missions within the Department of Defense
- Supports data standardization, system certification, and IT portfolio analysis

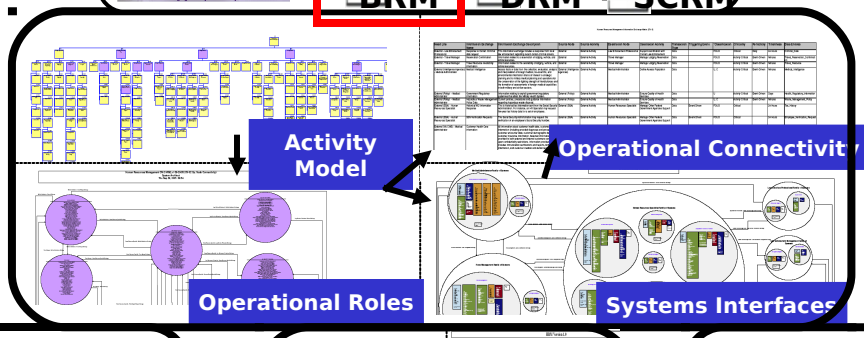
How Does the HRM CBMA BRM Compliment the Architecture Products?

Executive "Architecture"

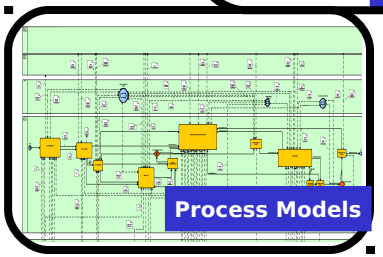


"Desk References"

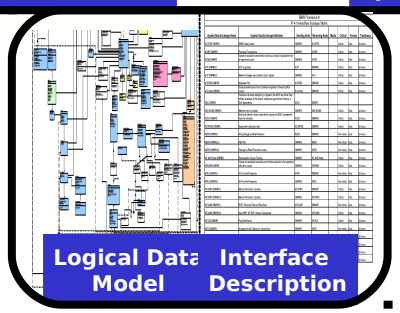
Core Architecture



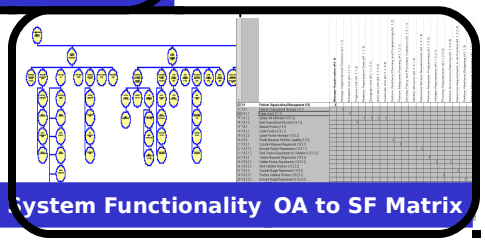
Transformational Architecture



BPR

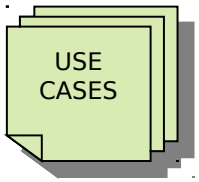


Data Management

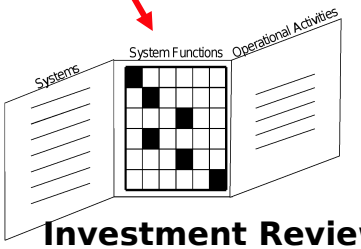


Systems Analysis

Analytical Products



Net-Centric Implementation Plan



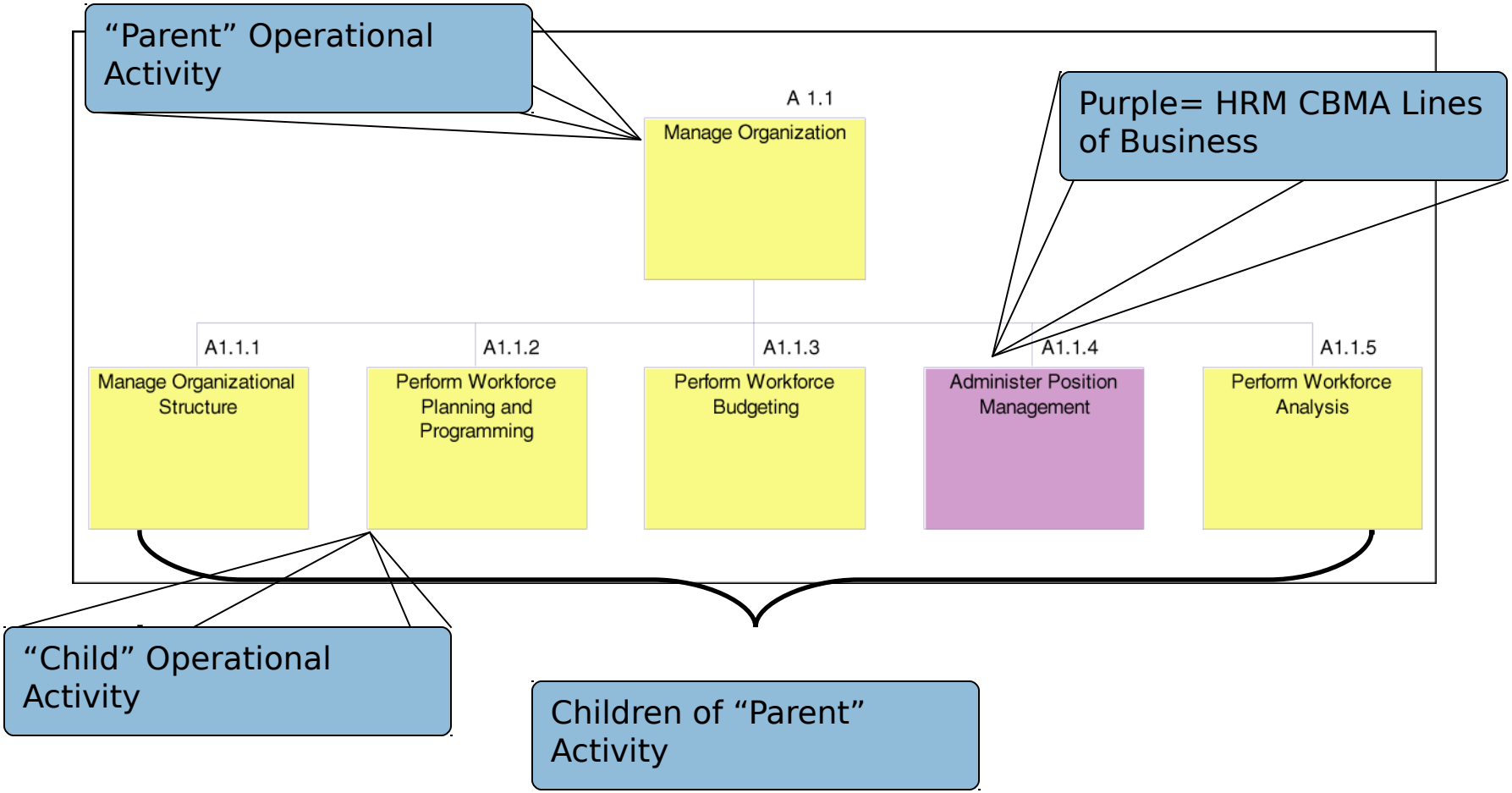
Investment Review

Every product has a valuable purpose, whether communicating with developers or stakeholders

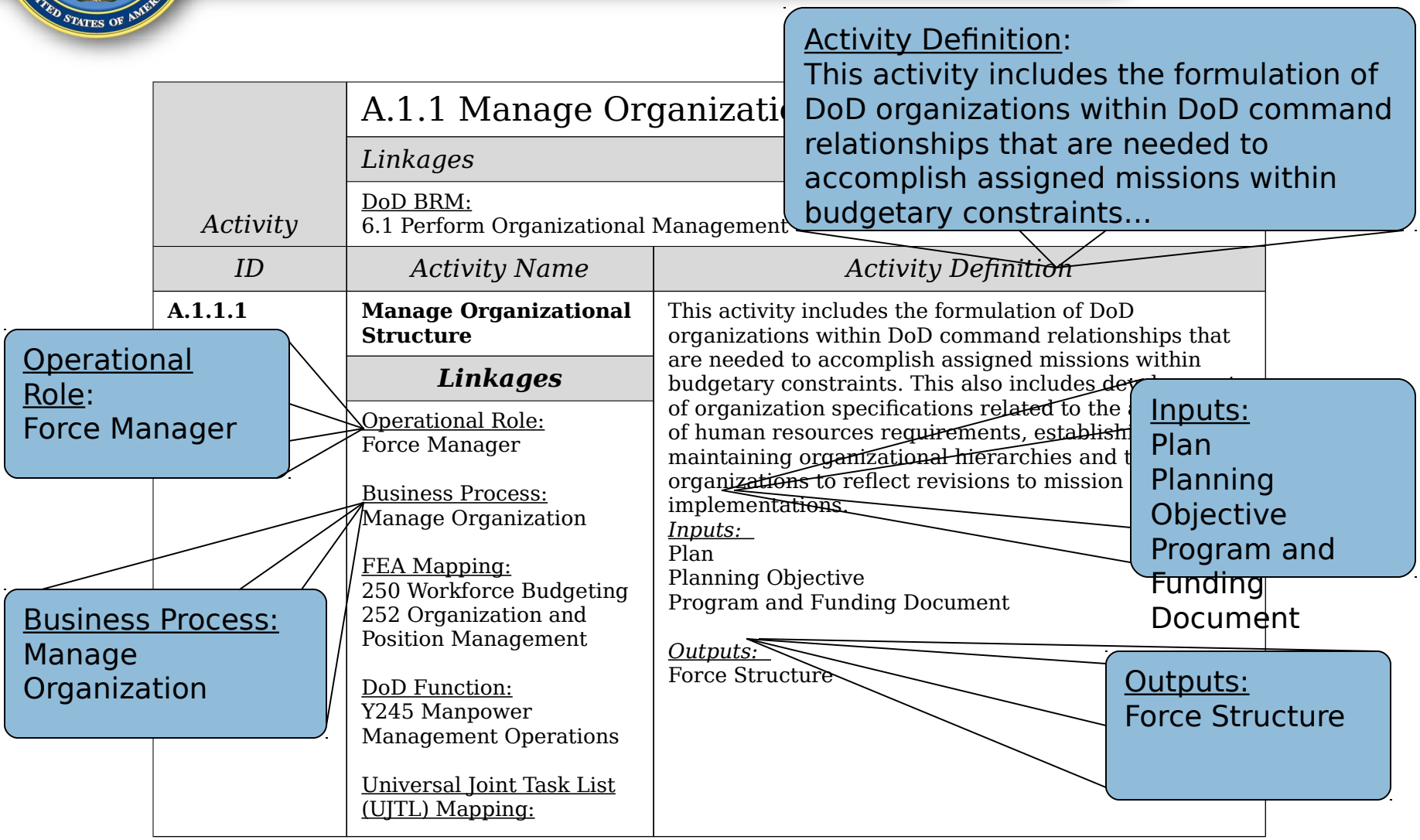
Mappings Contained in the HRM CBMA BRM

- Business Enterprise Architecture (BEA)
- Federal Enterprise Architecture (FEA)
- DoD Business Reference Model (BRM)
- DoD Function Codes
- Universal Joint Task List (UJTL)
- Future Mappings
  - Capabilities

How to Read the HRM CBMA BRM - Operational Activity Graphic



How to Read the HRM CBMA BRM



How to Read the HRM CBMA BRM - DoD Business Reference Model

Activity	A.1.1 Manage Organization	
	Linkages	
	DoD BRM: 6.1 Perform Organizational Management	
ID	*Activity Name*	*Activity Definition*
A.1.1.1	**Manage Organizational Structure**	This activity includes the formulation of DoD organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This also includes development of organization specifications related to the allocation of human resources requirements, establishing and maintaining organizational hierarchies and tailoring organizations to reflect revisions to mission implementations. *Inputs:* Plan Planning Objective Program and Funding Document *Outputs:* Force Structure
	Linkages	
	Operational Role: Force Manager Business Process: Manage Organization FEA Mapping: 250 Workforce Budgeting 252 Organization and Position Management DoD Function: Y245 Manpower Management Operations Universal Joint Task List (UJTL) Mapping:	

How to Read the CBMA BRM - Federal Enterprise Architecture

	A.1.1 Manage Organization	
	Linkages	
Activity	DoD BRM: 6.1 Perform Organizational Management	
ID	*Activity Name*	*Activity Definition*
A.1.1.1	**Manage Organizational Structure** ***Linkages*** Operational Role: Force Manager Business Process: Manage Organization FEA Mapping: 250 Workforce Budgeting 252 Organization and Position Management DoD Function: Y245 Manpower Management Operations Universal Joint Task List (UJTL) Mapping:	This activity includes the formulation of DoD organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This also includes development of organization specifications related to the allocation of human resources requirements, establishing and maintaining organizational hierarchies and tailoring organizations to reflect revisions to mission implementations. *Inputs:* Plan Planning Objective Program and Funding Document *Outputs:* Force Structure

How to Read the HRM CBMA BRM - DoD Function Codes

Activity	A.1.1 Manage Organization	
	Linkages	
	DoD BRM: 6.1 Perform Organizational Management	
ID	*Activity Name*	*Activity Definition*
A.1.1.1	**Manage Organizational Structure** ***Linkages*** Operational Role: Force Manager Business Process: Manage Organization FEA Mapping: 250 Workforce Budgeting 252 Organization and Position Management DoD Function: Y245 Manpower Management Operations Universal Joint Task List (UJTL) Mapping:	This activity includes the formulation of DoD organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This also includes development of organization specifications related to the allocation of human resources requirements, establishing and maintaining organizational hierarchies and tailoring organizations to reflect revisions to mission implementations. *Inputs:* Plan Planning Objective Program and Funding Document *Outputs:* Force Structure

How to Read the HRM CBMA BRM - Universal Joint Task List

Activity	A.1.1 Manage Organization	
	Linkages	
	DoD BRM: 6.1 Perform Organizational Management	
ID	*Activity Name*	*Activity Definition*
A.1.1.1	**Manage Organizational Structure** ***Linkages*** Operational Role: Force Manager Business Process: Manage Organization FEA Mapping: 250 Workforce Budgeting 252 Organization and Position Management DoD Function: Y245 Manpower Management Operations Universal Joint Task List (UJTL) Mapping: SN-3 Employ Forces SN-4 Provide Sustainment SN-5 Provide Strategic Direction and Integration SN-6 Conduct Mobilization SN-7 Conduct Force Development SN-8 Foster Multinational and Interagency Relations	This activity includes the formulation of DoD organizations within DoD command relationships that are needed to accomplish assigned missions within budgetary constraints. This also includes development of organization specifications related to the allocation of human resources requirements, establishing and maintaining organizational hierarchies and tailoring organizations to reflect revisions to mission implementations. *Inputs:* Plan Planning Objective Program and Funding Document *Outputs:* Force Structure

Universal Joint Task List (UJTL)

What is a UJTL?

- Universal Joint Task List
- CJCSM 3500.04D, August 1, 2005
- Menu of Warfighting tasks in joint language
- Supports:
  - Joint capabilities-based planning
    - Identifying required capabilities for mission success
  - Joint Force development
  - Readiness reporting
  - Experimentation
  - Joint training and education
  - Capturing lessons learned

Website: http://www.dtic.mil/cjcs_directives/index.htm

Universal Joint Task List (UJTL)

- Strategic National (SN) Tasks Relatable to HRM Activities
  - SN-1 Conduct Strategic Deployment and Redeployment
  - SN-3 Employ Forces
  - SN-4 Provide Sustainment
  - SN-5 Provide Strategic Direction and Integration
  - SN-6 Conduct Mobilization
  - SN-7 Conduct Force Development
  - SN-8 Foster Multinational and Interagency Relations
  - SN-9 Manage Strategic Deterrence of Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Weapons

Universal Joint Task List (UJTL)

Strategic National Universal Joint Tasks

SN-1 Conduct Strategic Deployment and Redeployment

SN-3 Employ Forces

SN-4 Provide Sustainment

SN-5 Provide Strategic Direction and Integration

SN-6 Conduct Mobilization

SN-7 Conduct Force Development

SN-8 Foster Multinational and Interagency Relations

SN-9 Manage Strategic Deterrence of Chemical, Biological, Radiological, Nuclear, and High-Yield Explosive (CBRNE) Weapons

HRM Activites	SN1	SN3	SN4	SN5	SN6	SN7	SN8	SN9
Manage Organizational Structure			X	X	X	X	X	
Perform Workforce Planning and Programming			X	X		X		
Perform Workforce Budgeting			X	X		X		
Administer Position Management			X	X	X	X		
Perform Workforce Analysis		X	X	X	X	X		
Manage Vacancy Recruiting			X	X	X		X	
Manage Candidate Accession			X		X		X	
Manage and Sustain Personnel		X	X	X	X		X	
Develop Personnel		X	X		X	X		
Separate or Terminate Personnel			X					
Manage Quality Of Life			X	X	X			
Manage Military Health Services	X		X		X			
Support Health Insurance Programs					X			
Manage Retirement Benefits				X	X			
Manage Education Benefits			X	X	X			
Manage Other Benefits			X	X	X			
Manage Travel Authorization	X	X			X		X	
Manage Travel Resource Scheduling	X				X		X	
Manage Travel Voucher					X		X	
Manage Traveler Visibility	X	X			X		X	
Administer Legal Personnel Programs		X	X	X	X		X	
Manage Law Enforcement			X	X	X			X
Manage Personnel Security	X	X		X	X			X
Manage Human Resource Contact and Relations			X	X	X		X	X
Manage Other Federal Government Support		X	X	X	X		X	X
Manage State and Local Support		X	X	X	X		X	
Manage Private Organization Support		X	X	X	X		X	X
Manage Foreign Government Support		X	X	X	X		X	X

As of 02/08/06

Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

HRM Architecture Overview

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Purpose

- Overview of the HRM Enterprise Architecture
  - Products and overall approach
  - Alignment to the BEA
  - Current HRM products and Business Line Threads
    - Manpower
    - Travel (Defense Travel System)
    - BEA v3.1 (Integration)
    - Personnel Security
    - Personnel Records Management
    - Other Functional Areas
- Future refinement of HRM products and our EA approach
  - Better defining architecture products to serve various stakeholders (like senior management)
  - Adding another Operational Role view
  - Developing “Reference Models” based on the FEA models
  - Increasing the focus on “Data”
  - Moving towards a Capability Based Architecture (Deep Dives)
- Questions

Agenda

- Introduction
  - HRM CBMA Enterprise Architecture
- Architecture Products Overview
  - OV-1 (High Level Operational Concept)
  - OV-5 (Activity Model)
  - OV-2 (Operational Node Connectivity)
  - OV-3 (Information Exchange Report/ Matrix)
  - OV-6a (Business Rules)
  - OV-6c (“Business Process Models”)
  - OV-7 (Logical Data Model)
  - SV-1 (System Interface Diagram)
  - SV-4 (System Function Description)
  - SV-5 (Operational Activity to System Function Matrix)
  - SV-6 (System Data Exchange)
  - SV-8 (System Evolution)
  - TV-1 (Technical Architecture Profile)
  - AV-1 (All View Overview/Summary)
  - AV-2 (Integrated Dictionary)

HRM CBMA EA – Purpose

The purpose of the Human Resources Management Enterprise Architecture (EA) is to support the various analytical processes that support HRM transformation:

- Business process reengineering
- Data standardization and data management
- System certification
- IT portfolio analysis
- HRM acquisition processes

Additionally it will:

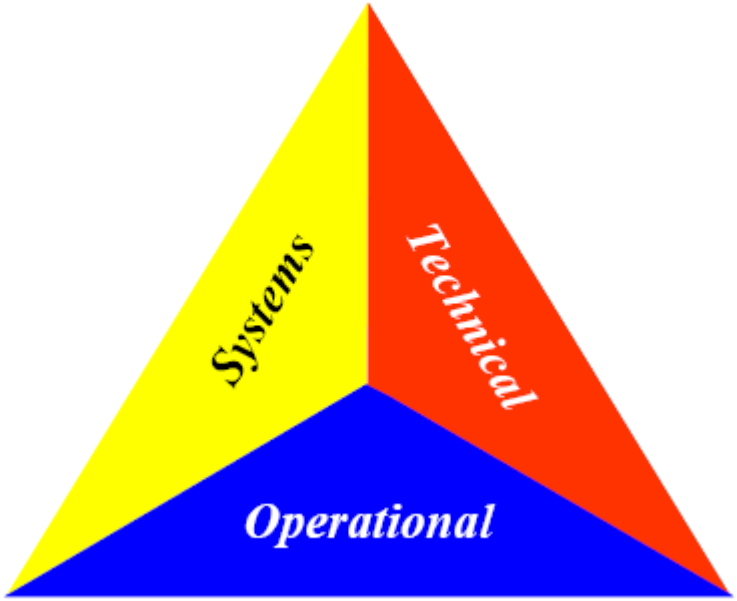
- Provide an “overarching” framework for future HRM initiatives
- Serve as a blueprint to improve, reengineer, and integrate HRM best practices to implement solutions in response to emerging business needs
- Serve as a common lexicon of operational activities, capabilities, system functionality, and operational roles across DoD
- Foster interoperability among HRM, DoD, Other Federal Agencies and Business Partners
- Serve as Capstone Architecture for Human Resources Management

HRM CBMA EA - Scope

USD (P&R) is the functional sponsor for the HRM CBMA. HRM includes all of the functional areas under the auspices of the USD (P&R), including Civilian HRM, Military Health Systems, and Military and Other HRM. HRM encompasses the following Lines of Business:

- Recruiting and Accessions
- Assignment/Placement/Transfer
- Travel Management
- Personnel/Pay Management
- Personnel Development
- Law Enforcement
- Legal Affairs
- Personnel Security
- Position Management
- Military Health Services Management
- Quality of Life/MWR Programs
- InterAgency Support
- Retirement/Separation
- Benefits Management

DoD Architecture Framework



The Department of Defense (DoD) Architecture Framework (DoDAF), Version 1.0, defines a common approach for DoD architecture description development, presentation, and integration.

The Framework enables architecture descriptions to be compared and related across organizational boundaries, including joint and multinational boundaries.

Product Roles – Operational Views

What People Do!

- The Operational View products describe:
  - Activities
  - Business Processes
  - Operational Nodes
  - Information Exchanges
  - Data Entities

- Some key OV products for HRM EA are:
  - OV-2 (Operational Node Connectivity)
  - OV-3 (Information Exchange Matrix)
  - OV-5 (Activity Model)
  - OV-6c (“Business Process Models”)
  - OV-7 (Logical Data Model)

Product Roles – System Views

What Machines Do!

- The Systems View (SV) products describe and portray HRM systems, system interconnections, and data flows
- The initial versions of SV products will be reference sets of system functions, interfaces, and performance parameters for mapping of physical systems into HRM products
- The SV products parallel the OV products
- Key OV products for HRM EA are:
  - SV-1 (System Interface Diagram)
  - SV-4/5 (System Function and Operational Activity/System Function Matrix
  - SV-6 (System Data Exchange)
  - SV-8 (System Evolution)

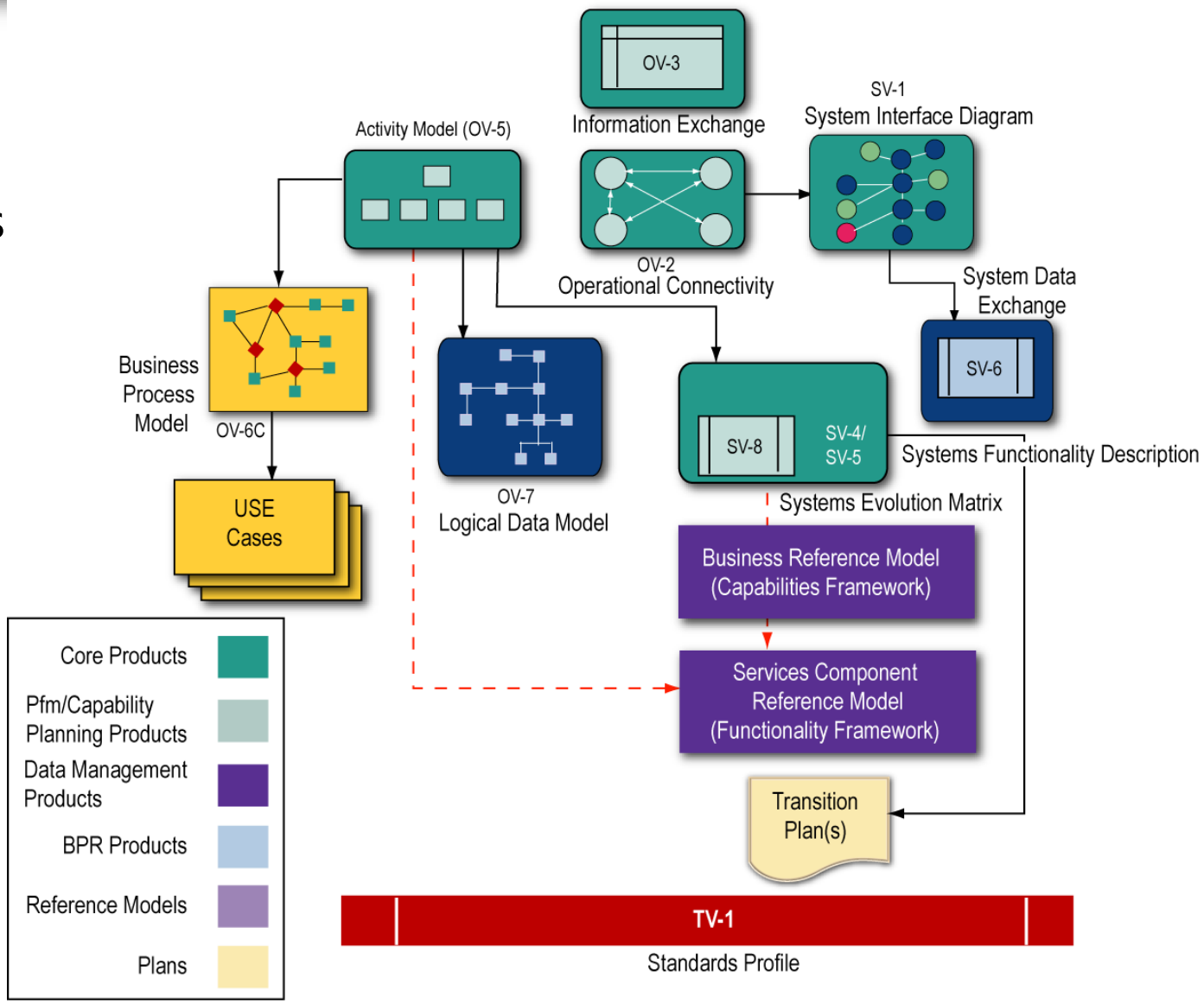
Product Roles – Other Views

How it's Done!

- The Technical View (TV) products describe the minimal set of rules governing an HRM system, its parts, or elements.
  - Their purpose is to ensure that a system conforms to a specified set of requirements.
  - The Technical Standards profile includes DoD, HRM and industry standards, policies, and guidance (derived primarily from the Defense Information Standards Registry [DISR]).
- The All Views define an executive summary, global vision, overview (AV-1) of architecture from an enterprise collaborative view of all products, and a central source for definitions (AV-2) used in HRM CBMA EA products.
  - The AV-1 defines the:
    - Purpose
    - Scope
    - Objectives
    - Architectural Approach
- It is necessary to create an integrated HRM CBMA EA consisting of the Domain-level architecture and the Sub-domain, Component, and System-level architectures.

Key Architectural Products to Support Core and Viewpoints

The architecture is divided into "Core Products" and supports analytical products.



Architecture Layers

Global Information Grid

Business Enterprise Architecture | **Warfighter EA** | **Intel Community EA**

HRM Capstone Enterprise Architecture

Military and Other HRM Architecture | **Civilian HRM Architecture** | **Military Health System Architecture**

Cross-Cutting Threads

- Personnel Visibility
- PCS Reengineering
- BEA 3.1

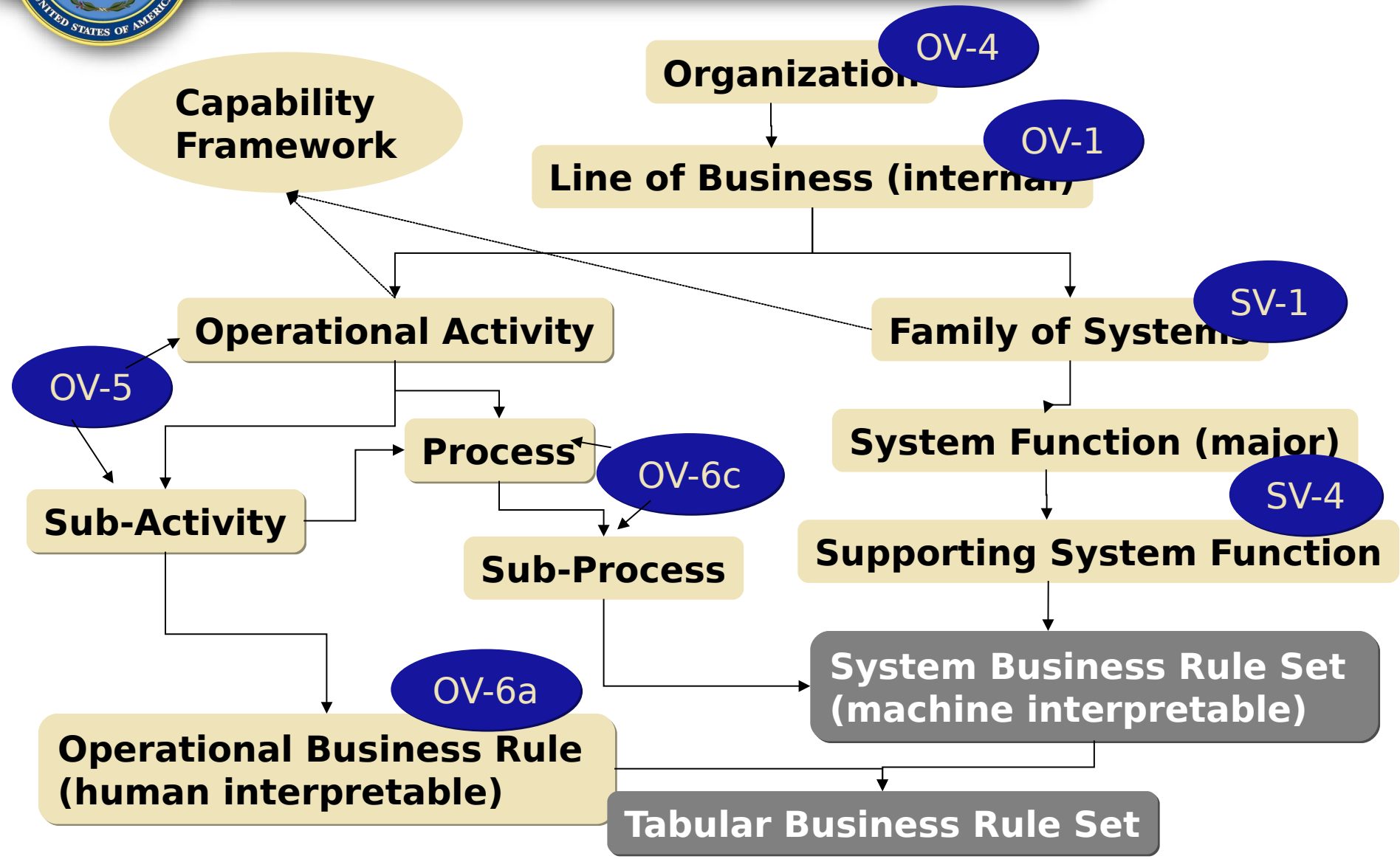
Line of Business Threads

- Manpower/Position Management ★
- Travel Management ★
- Manage Personnel Security
- Manage Military Health Services ★
- Manage Benefits
- Recruiting and Accessions
- Placement and Assignments
- Personnel Records Management ★
- Training Management

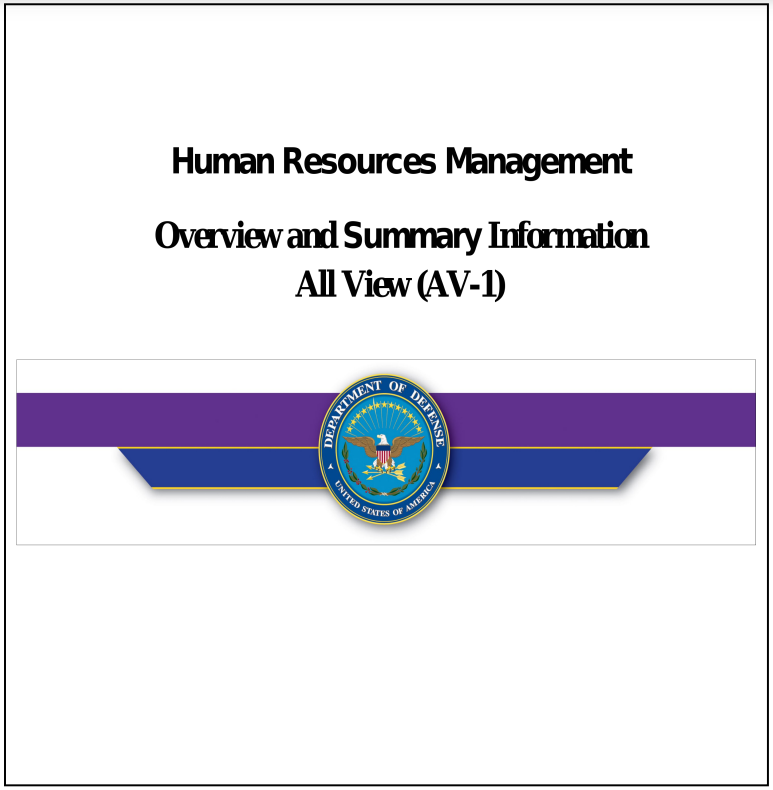
★ Supports WG

HRM CBMA Enterprise Architecture

Product Terminology



AV-1: Overview /Summary



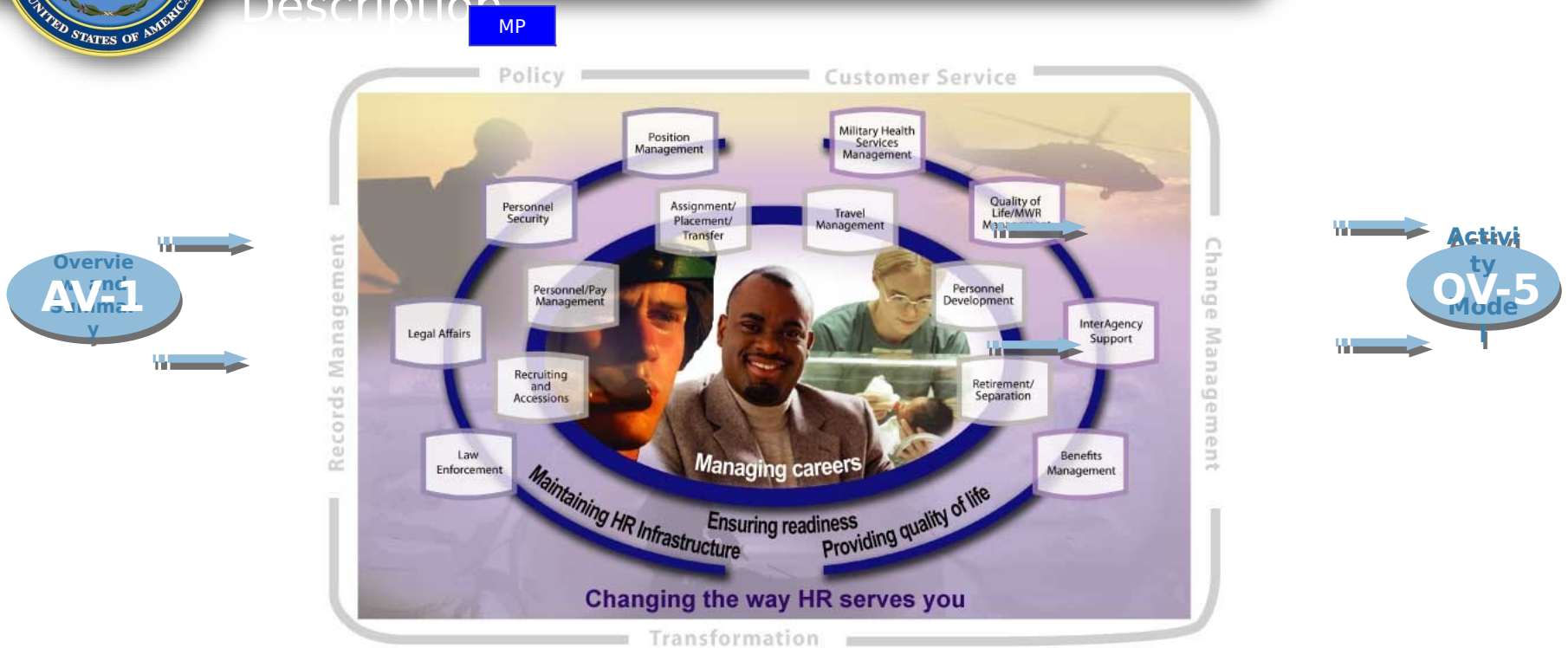
AV-1 Definition:

- Provides a high level overview of the Human Resource Management (HRM) Enterprise Architecture and related work products
- Defines the purpose, scope, objectives, and architectural approach necessary to integrate the HRM Enterprise Architecture

HRM Approach to AV-1 Development:

- Published in HRM "One Book"
- Each sub-architecture will have its own AV-1

OV-1: High-Level Operational Concept Description



OV-1 Definition:

- High-level graphical/ textual description of operational concept (DoDAF)
- Generally sets the scope of the architecture

HRM Approach to OV-1 Development:

- An OV-1 is a high-level graphic that represents the overall concept of the architecture and acts as an “advertisement” for the architecture and the Domain
- The HRM OV-1 is comprised of 14 nodes that represent the high-level HRM lines of business
- The lines of business include the high-level Sub-domain functions
- The OV-1 nodes are decomposed during the development of HRM Activity Model (OV-5), the HRM Operation Node Connectivity diagram (OV-2), and the HRM Systems Function Description document (SV-4)

OV-6a

Business Rule Name	Business Concept Text	Business Rule	Lead Domain	Source Type	Comment	BR Category	Detail Level	EBPM Linkage
ENT_Adverse_Military_Action	The management of each adverse military action must comply with the Uniform Code of Military Justice.	The management of each adverse military action must comply with the Uniform Code of Military Justice.	PV	Process	Title 10 (Armed Forces), Subtitle A, Part II, Chapter 47 (Uniform Code of Military Justice).	Action Assertion	Conceptual	Sustain Human Resources Separate or Terminate Human Resources
ENT_Compensation_Eligibility_1	The determination of compensation eligibility must comply with the Special and Incentive Pays regulation.	The determination of compensation eligibility must comply with the Special and Incentive Pays law.	PV	Process	Title 37 (Pay and Allowances of the Uniformed Services), Chapter 5 (Special and Incentive Pays)	Action Assertion	Conceptual	Manage Human Resources Entitlement and Pay

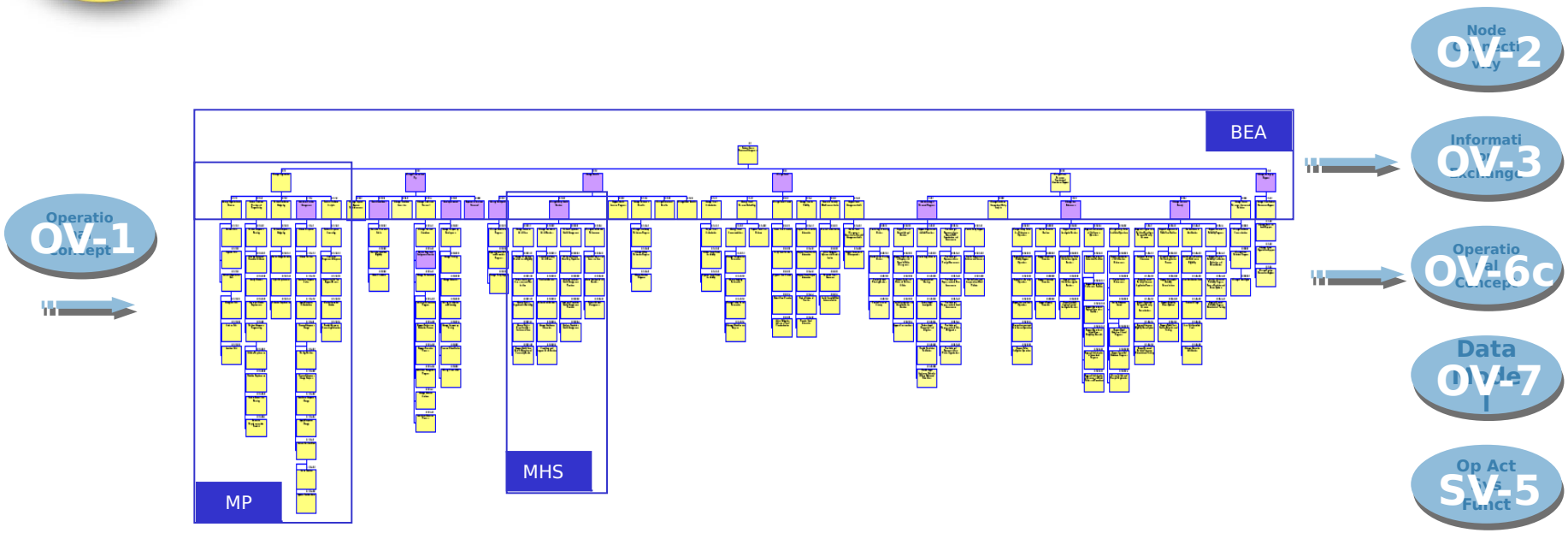
OV-6a Definition:

- Documentation of a directive, policy or procedure within an organization that constrains some aspect of the business.
- Business rules frequently come from sources such as government regulations and other organizational directives

HRM Approach to OV-6a Development:

- The business rules depicted in the HRM OV-6a represent high-level rules that were dictated primarily by Title 10 and Title 5 law
- Business rules will be developed in a hierarchical construct with high-level rules being derived from law and the lowest level rules being driven by data constraints
- Lower level business rules will be derived from specific government guidance and instructions and will be documented for specific thread architectures as they are developed

OV-5: Operational Activity Model



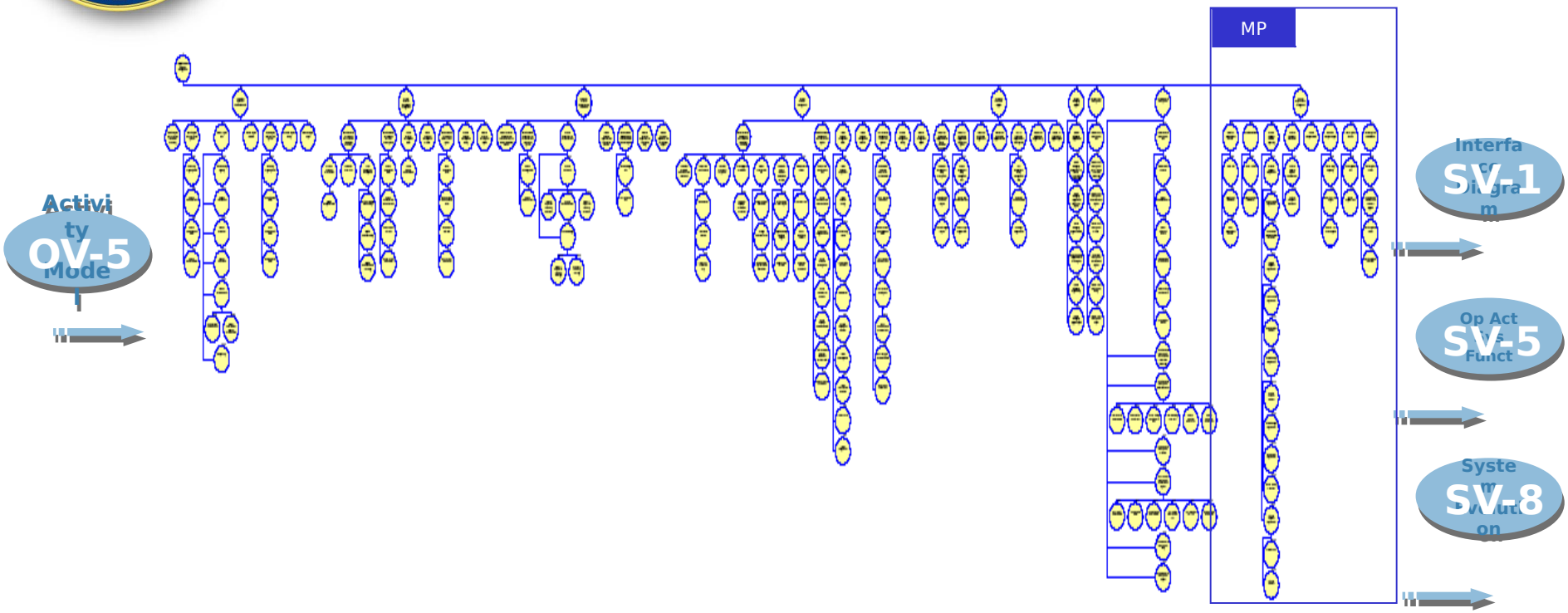
OV-5 Definition:

- Capabilities, operational activities, relationships among activities, inputs, and outputs; overlays can show cost, performing nodes, or other pertinent information (DoDAF)
- Describes the operations that are normally conducted in the course of achieving a mission, or business goal
- Clearly delineates lines of responsibility for activities when coupled with the OV-2

HRM Approach to OV-5 Development:

- Developed as a Node Tree
- Defines the HRM-BEA integration layer
- V2.0 release will show CBMA “Capabilities” and supporting activities
- Detail below the “Capability” will be depicted in LOB/Thread sub-architectures

SV-4: System Function Description



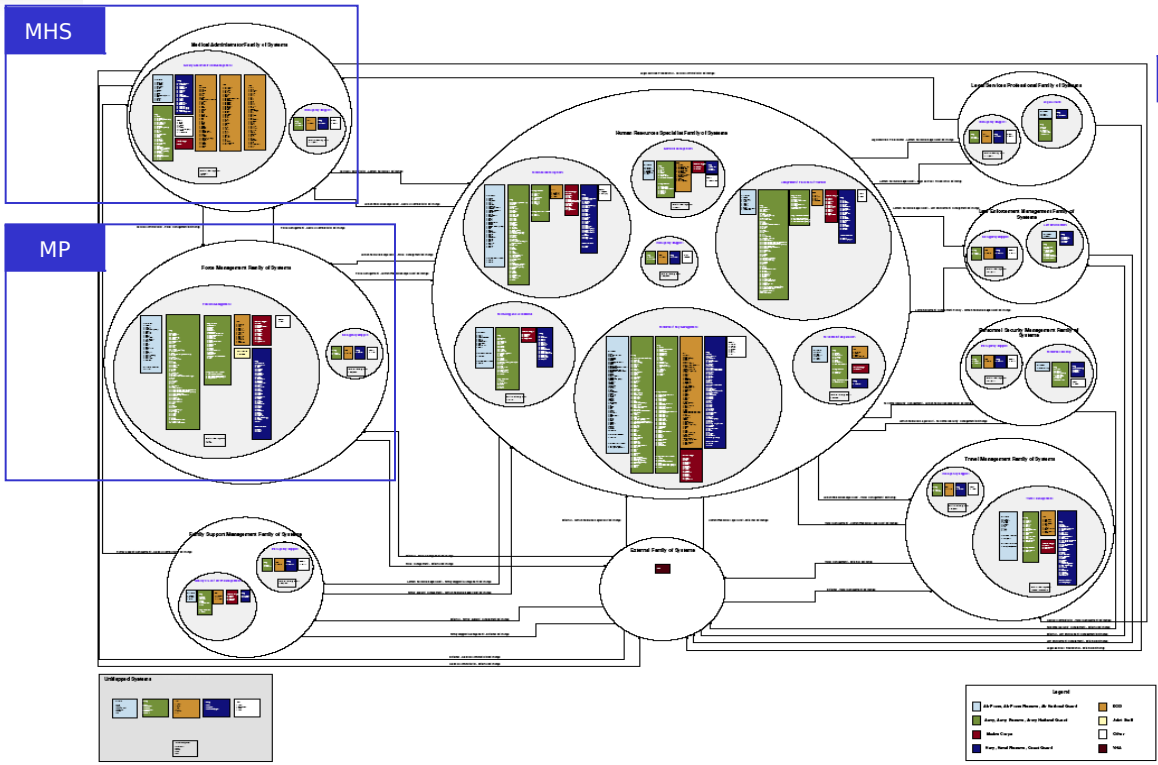
SV-4 Definition:

- Enables mapping of physical systems to reference functions to remove ambiguity
- Enables analysis of system as set of IT capabilities rather than a monolithic whole
  - Addresses the issue of “partially subsumed systems”

HRM Approach to SV-4 Development:

- Initial product will be a reference (common) set of high-level system functions
- Primary use is to create a detailed system to system or family of system comparison for gap/redundancy analysis
- Based upon a common set of system functions to support a capability

SV-1: System Interface Description



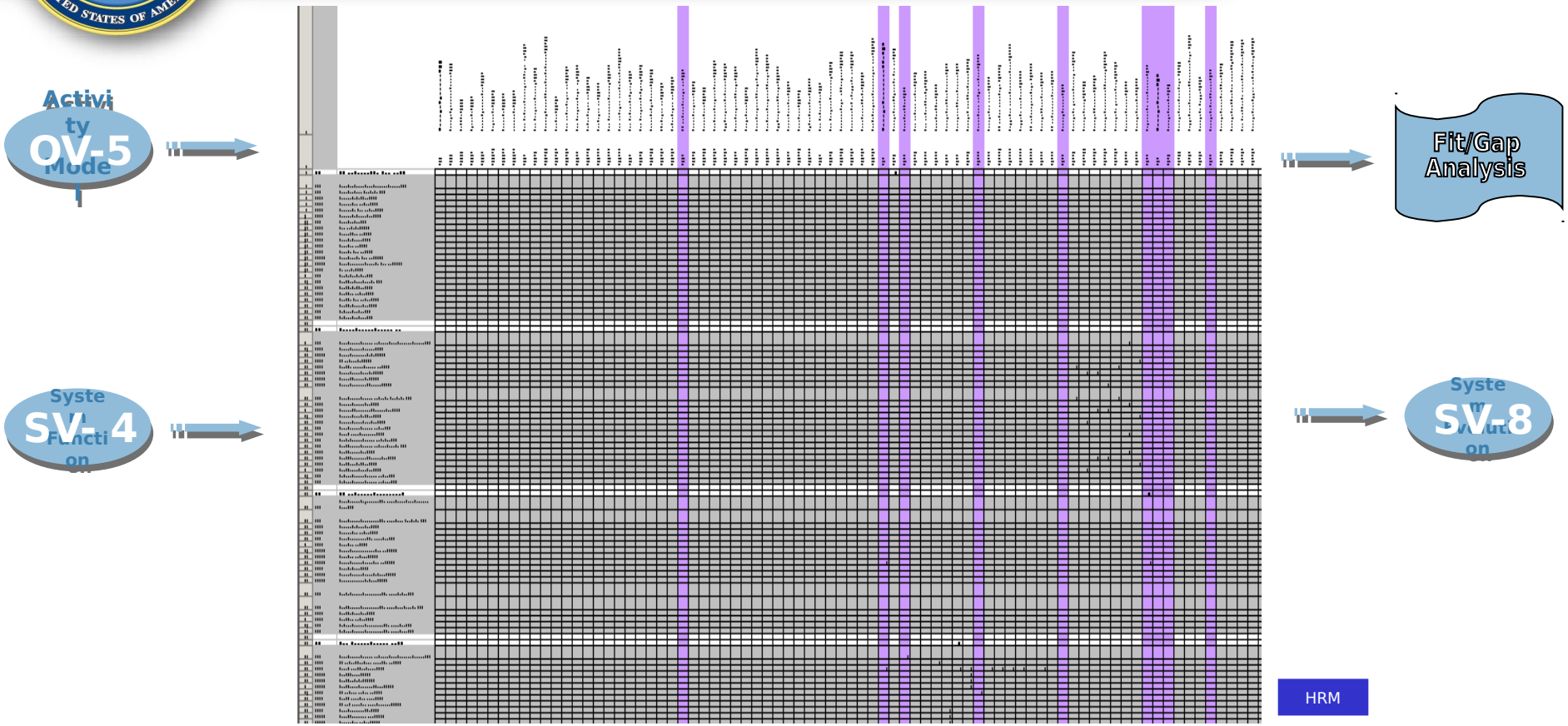
SV-1 Definition:

- Describes the systems that support the Operational Nodes depicted in the OV-2 by depicting corresponding System Nodes, the systems resident within these Nodes, and the interfaces between both the systems and the System Nodes

HRM Approach to SV-1 Development:

- Define Families of Systems
  - Sub-families where needed
- Link out to Lines of Business
  - Broken down by Component
- Defines primary cross-cutting interfaces
- Drive “Capstones” in SV-8
  - E.g., DIMHRS is capstone for Military Pers/Pay

SV-5: Operational Activity to System Function Matrix



SV-5 Definition:

- The SV-5 depicts the relationships between the Operational Activities in the OV-5 Activity Node Tree and the System Functions in the SV-4

HRM Approach to SV-5 Development:

- Primary Fit/Gap and Redundancy Analysis tool
- Organized by Line of Business and Capability

Department of Defense – Human Resources Management

SV-5 3D

CHCS II	DCPDS	DIMHRS	DTS	Systems / System Functions / Operational Activities	Administer Position Management	Develop Personnel	Manage Candidate Accession	Manage Educational Benefits	Manage Foreign Government Support	Manage Human Resources Contact and Relation
				Administer Candidate Recruitment / Assessment						
	X	X		Administer Career Path		X				
	X	X		Administer Law Enforcement Programs						
	X	X		Administer Legal Programs						
	X	X		Administer Personnel Security						
	X	X		Administer Safety Management						

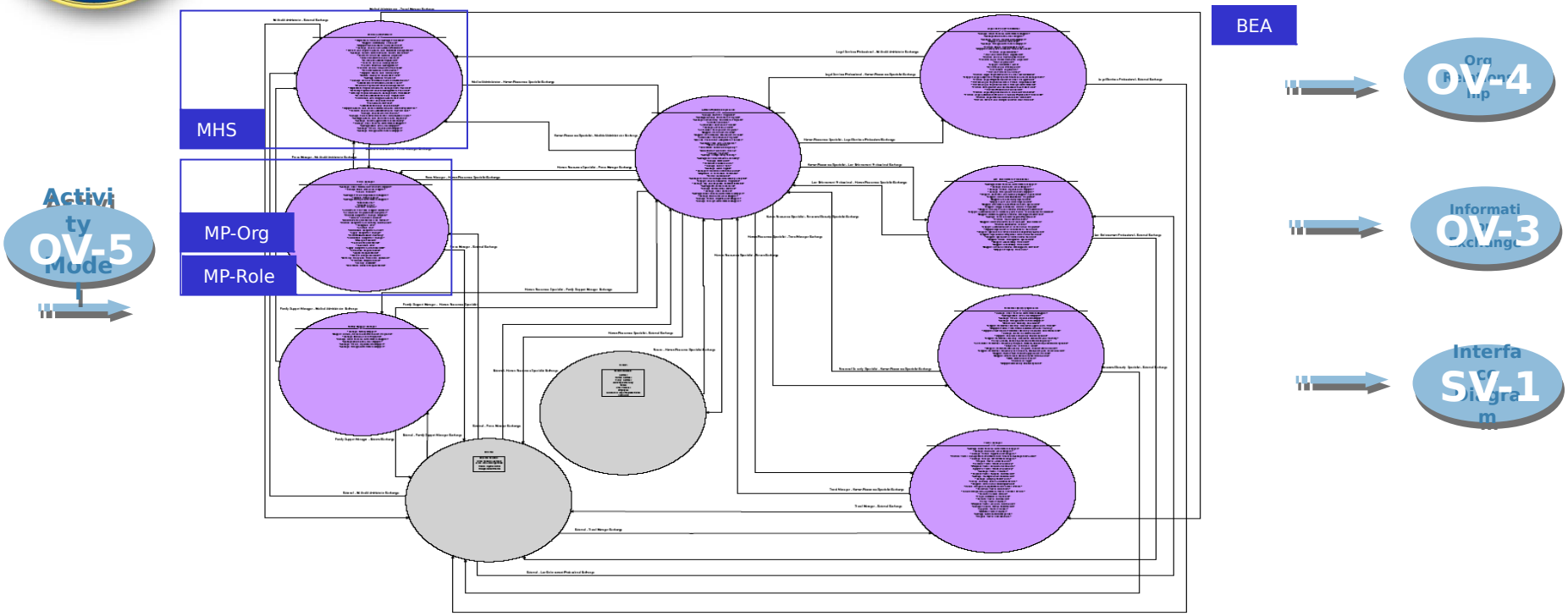
SV-5 (3D) Definition:

- As with the SV-5 this product also depicts the relationships between the Operational Activities in the OV-5 Activity Node Tree and the System Functions in the SV-4, but an additional mapping of System Functions to Systems in the SV-1 is added to create 3-way relationship traceability

HRM Approach to SV-5 (3D) Development:

- The HRM SV-5 3D was tailored specifically to support Investment Review and IT transition planning at HRM. The matrix allows fit-gap analysis of operational activities to the specific technology that supports the business
- The SV-5 3D can be tailored to support specifics of the relationships between the definitions being mapped

OV-2: Operational Node Connectivity Description



OV-2 Definition:

- Operational nodes, connectivity, and information exchange needlines between nodes (DoDAF)
- Shows the information exchanges required between the key players to conduct the operational activities of the Operational Activity Model (OV-5)
- Operational nodes may represent operational/human roles, organizations, or organization types

HRM Approach to OV-2 Development:

- The draft HRM OV-2 will graphically depict the organizational roles (as operational nodes) that perform the activities represented in the HRM OV-5 Node Tree
- There are many OV-2 representations. The BEA-HRM OV-2 shows the information exchanges between CBMAs
- The HRM OV-2 shows the information exchanges between the HRM Lines of Business
- Thread OV-2(s) show operational roles and their interactions

OV-3: Information Exchange Matrix

Human Resources Management Information Exchange Matrix (OV-3)

Need Line	Information Exchange Name	Information Exchange Description	Source Node	Source Activity	Destination Node	Destination Activity	Transaction Type	Triggering Event	*Classification	Criticality	Periodicity	Timeliness	Data Entities
External - Law Enforcement Professional	Response to Civilian Criminal data request	This information exchange includes a response from local law enforcement regarding recent civilian criminal arrests.	External	External Activity	Law Enforcement Professional	Support coordination with Civilian Law Enforcement	Data		FOUO	Critical	Daily	24 Hours	Criminal_Data
External - Travel Manager	Reservation Confirmation	Information related to a reservation of lodging, vehicle, and airline resources.	External	External Activity	Travel Manager	Manage Lodging Reservation	Data		FOUO	Activity Critical	Event-Driven	Minutes	Travel_Reservation_Confirmation
External - Travel Manager	Travel Resource Availability Information	Information related to the availability of lodging, vehicle, and airline resources.	External	External Activity	Travel Manager	Manage Lodging Reservation	Data		FOUO	Activity Critical	Event-Driven	Minutes	Travel_Resource
External (Intelligence Agencies) - Medical Administrator	Medical Intelligence	Access to/ or data from the collection, evaluation, analysis and interpretation of foreign medical, bio-scientific, and environmental information that is of interest to strategic planning and to military medical planning and operations for the conservation of the fighting strength of friendly forces and the formation of assessments of foreign medical capabilities in both military and civilian sectors.	External (Intelligence Agencies)	External Activity	Medical Administrator	Define Assess Population	Data		U, C	Activity Critical	Event-Driven	Minutes	Medical_Intelligence
External (Policy) - Medical Administrator	Government Regulatory Information	Information relating to any/all government regulatory guidelines that affect the Military Health System.	External (Policy)	External Activity	Medical Administrator	Ensure Quality of Health Services	Data		U	Activity Critical	Event-Driven	Days	Health_Regulatory_Information
External (Policy) - Medical Administrator	Hazardous Waste Management Policy Data	Current policies, procedures and guidance information regarding hazardous waste disposal.	External (Policy)	External Activity	Medical Administrator	Ensure Quality of Health Services	Data		U, C	Activity Critical	Event-Driven	Minutes	Waste_Management_Policy
External (SSA) - Human Resources Specialist	Historical W2 Information Response	This is historical tax information sent from the Social Security Administration. For instance, an HR Specialist may request five-year tax history data for a set of employees.	External (SSA)	External Activity	Human Resources Specialist	Manage Other Federal Government Agencies Support	Data	Event-Driven	FOUO	Critical		24 Hours	Tax_History
External (SSA) - Human Resources Specialist	SSN Verification Requests	The Social Security Administration may request the verification of an employee's Social Security Number.	External (SSA)	External Activity	Human Resources Specialist	Manage Other Federal Government Agencies Support	Data	Event-Driven	FOUO	Critical		24 Hours	Employee_Verification_Request
External (VA CMS) - Medical Administrator	Customer Health Care Information	All information about customer health data, customer care information (including encoded diagnoses and procedures), customer encounter data, customer demographic data, and customer insurance information. Selected information is provided to both external and internal customers contingent upon confidentiality restrictions. Information provided includes immunization certifications and reports, birth information, and customer medical and dental readiness status. Information may be accumulated through diagnosis, health history, interviews, examinations, evaluations, radiological studies, and laboratory tests, such as blood titers, including both current and historical data. Historical data may include treatments and consent for those treatments, and diagnostics performed on the individual. Information can include veterinary data when the customer is a non-human animal. Includes information from (automated, standardized) surveys completed by individual service members before and after deployment. Pre- and Post-deployment surveys document (either, if service member is	External (VA CMS)	External Activity	Medical Administrator	Manage Other Federal Government Agencies Support	Data		FOUO	Routine	Event-Driven	Hours-Days	Customer_Health_Data
External (VA) - Human Resources Specialist	Veterans Affairs Claims Request	This information includes the Veterans Affairs request for a personnel record of an employee.	External (VA)	External Activity	Human Resources Specialist	Manage Other Federal Government Agencies Support	Data	Event-Driven	FOUO	Critical		24 Hours	VA_Request
Family Support Manager - Human Resources Specialist	Personnel Leave Plans	Scheduled absences of staff members.	Family Support Manager	Manage Family Support	Human Resources Specialist	Manage Time and Attendance	Data						Personnel_Leave_Plans
Family Support Manager - Human Resources Specialist	Personnel Performance Review Information	Human Resource information relating to the performance reviews of personnel.	Family Support Manager	Manage Family Support	Human Resources Specialist	Support Performance Evaluation Process	Data		FOUO	Activity Critical	Event-Driven	Days	Personnel_Performance_Review
Family Support Manager - Human Resources Specialist	Resource Usage Information	Information related to personnel usage of moral, welfare, and recreation programs and facilities.	Family Support Manager	Support Morale, Welfare and Recreation Programs	Human Resources Specialist	Access Candidate	Data		FOUO	Activity Critical	Event-Driven		HR_Resource_Usage
Family Support Manager - Human Resources Specialist	Training Requirements	Expression of education or training needs to be satisfied.	Family Support Manager	Manage Family Support	Human Resources Specialist	Manage Training	Data		FOUO	Activity Critical	Event-Driven	Days - Weeks	Training_Requirements
Family Support Manager - Medical Administrator	Resource Availability	The availability of all people, equipment, supplies, facilities, and automated systems needed to execute business activities. Includes medical unit current capability and readiness data, which consist of facts or data regarding the ability of individual and aggregate medical units to provide the capabilities (support) required by the combatant commanders to execute their assigned missions. Capabilities are derived from the ability of each unit to deliver the outputs for which it was designed.	Family Support Manager	Support Morale, Welfare and Recreation Programs	Medical Administrator	Manage Health Care Human Resources	Data		U	Routine			Medical_Resource_Availability
Force Manager - Human Resources Specialist	Authorization Change Notice	A change notice will be generated and sent to the organization when updates/changes/corrections have been made to an organization's manpower document. Not all changes/updates are a result of management submitting a change request. Sometimes changes are a result of the Manpower community generating overall changes/updates. The computer generated notice indicates the before and after status.	Force Manager	Process Manpower Change Request	Human Resources Specialist	Execute Placement Assignment Transfer	Data				Event-Driven		Authorization_Change
Force Manager - Human Resources Specialist	Manpower Document	This information includes the authorized number of positions for civilians and active/reserve military. Includes details on skills, grade, and salary. HR Specialist uses this data to determine assignments, accessions, and training needs.	Force Manager	Apply Manpower Authorizations	Human Resources Specialist	Execute Placement Assignment Transfer	Data	end of execution phase of PPBE	FOUO	Critical	Event-Driven		Manpower-Document
Force Manager - Human Resources Specialist	Organizational Hierarchy Information	This includes the organization structure from the Secretary of Defense down to the installation level. Includes information on who holds the a position and who holds subordinate positions.	Force Manager	Organize Unit	Human Resources Specialist	Execute Placement Assignment Transfer	Data		FOUO	Critical	Bi-Weekly	24 Hours	Position

*Classification-
FOUO - For Official Use Only
C - Confidential
U - Unclassified

Page 1 of 44

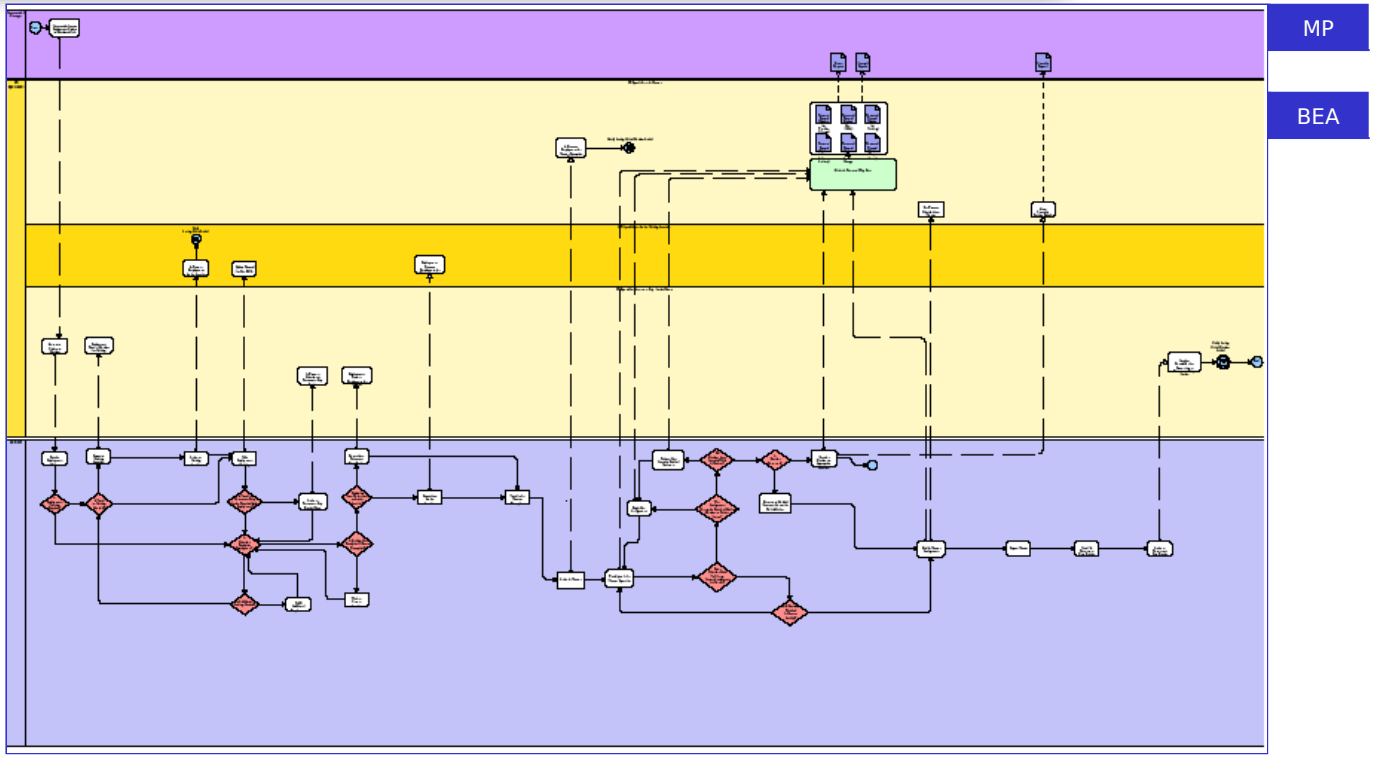
OV-3 Definition:

- Details Information Exchanges that identify who exchanges what information, with whom and which Information Exchanges must occur
- Maps the Information Exchanges to the Needlines of an OV-2
- Individual IEs and their Attributes are documented in the OV-3

HRM Approach to OV-3 Development :

- Primary focus on the need lines that cross operational roles or cross Lines of Business
- Will document the fundamental entities that are exchanged.
- Information requirements track back to the Activity Model (OV-5)
- Serves as a bounding mechanism for the Logical Data Model (OV-7)
- Will be used to define commonly exchanged information to support Net-Centric initiatives

OV-6c: Operational Event / Trace Diagram



OV-6c Definition:

- Provides a sequence ordered examination of the information exchanges between participating operational nodes for a particular scenario
- Helps define node interactions and operational threads
- Captures the end-to-end business processes in a readable, graphical representation

Approach to OV-6c Development:

- These process models will depict processes performed by and between people…NOT system-specific processes
- All process models will be developed using a common modeling notation (BPMN)
- The process models could be used as a framework for developing use cases
- “Swimlanes” map to OV-2 roles
- Data Objects map to OV-3 Information Exchanges

SV-6: System Data Exchange

HRM Version 1.0

SV-6 System Data Exchange Matrix

System Data Exchange Name	System Data Exchange Definition	Sending Node	Receiving Node	Media	Critical	Format	Timeliness	Classification	Frequency
ACCPDS DIMHRS	DMDC Data Update	DIMHRS	ACCPDS		Critical	Data	24 hours	Sensitive Unclassified	Monthly
ACIIPS DIMHRS	Personnel Transactions	DIMHRS	ACIIPS		Critical	Data	24 hours	Sensitive Unclassified	As needed
ACMS DIMHRS	Update of acquisition personnel's records as a result of graduation from an approved course	DIMHRS	ACMS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
ACP DIMHRS 1	ACP is updated	ACP	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	As needed
ACP DIMHRS 2	Member changes rated aviation data in system	DIMHRS	ACP		Critical	Data	24 hours	Sensitive Unclassified	As needed
ACPERS DIMHRS	Manpower File	ACPERS	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Monthly
ACQ Now DIMHRS	Graduation/elimination from a Defense Acquisition University (DAU) course	ACQ Now	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
ADLS DEERS	Validates individuals attempting to register in the ADLS are Active Duty military, members of the reserve component, government civilians, or DoD dependents	ADLS	DEERS						
ADS (DADI) DIMHRS	Member Account Update	DIMHRS	ADS (DADI)		Critical	Data	24 hours	Sensitive Unclassified	Monthly
ADSC DIMHRS	Individual attends a formal class which requires an ADSC commitment from the individual	ADSC	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Daily
ADTRANS DIMHRS	Assignment instruction data	ADTRANS	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
AERS DIMHRS 1	Army Emergency Relief Allotment	AERS	DIMHRS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AERS DIMHRS 2a	AER File	DIMHRS	AERS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AERS DIMHRS 2b	Emergency Relief Personnel Locator	DIMHRS	AERS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AF JAG Roster DIMHRS	Demographic Change Tracking	DIMHRS	AF JAG Roster		Critical	Data	24 hours	Sensitive Unclassified	Daily
AFAEMS DIMHRS	Update of a member's education record from completion of an approved education course	DIMHRS	AFAEMS		Critical	Data	24 hours	Sensitive Unclassified	Daily
AFAS DIMHRS 1	Air Force Aid Payments	AFAS	DIMHRS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AFAS DIMHRS 2	Air Force Aid Payments	DIMHRS	AFAS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AFCHIPS DIMHRS 1	Medical Information Updates	AFCHIPS	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
AFCHIPS DIMHRS 2	Medical Information Updates	DIMHRS	AFCHIPS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
AFCLIMS DIMHRS 1	ROTC Personnel File and Field Data	AFCLIMS	DIMHRS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AFCLIMS DIMHRS 2	Navy HPIP, AF ROTC Notice Transactions	DIMHRS	AFCLIMS		Critical	Data	24 hours	Sensitive Unclassified	Weekly
AFCOS DIMHRS	Pay Data Extract	DIMHRS	AFCOS		Critical	Data	24 hours	Sensitive Unclassified	As needed
AFDS DIMHRS	Accession to AD, Reserve or Guard Duty	DIMHRS	AFDS		Non-critical	Data	24 hours	Sensitive Unclassified	As needed
AFITMIS DIMHRS	Matriculation of students into the AFIT system	DIMHRS	AFITMIS		Critical	Data	24 hours	Sensitive Unclassified	As needed
AFOMS/MAIL LIST DIMHRS	Monthly trigger to AFOMS to pull data	DIMHRS	AFOMS/MAIL LIST		Critical	Data	24 hours	Sensitive Unclassified	Monthly
AFOQT History DIMHRS	Member takes the AFOQT	DIMHRS	AFOQT History		Critical	Data	24 hours	Sensitive Unclassified	As needed
AFPC DIMHRS 1	Personnel Transactions	AFPC	DIMHRS		Critical	Data	24 hours	Sensitive Unclassified	Weekly

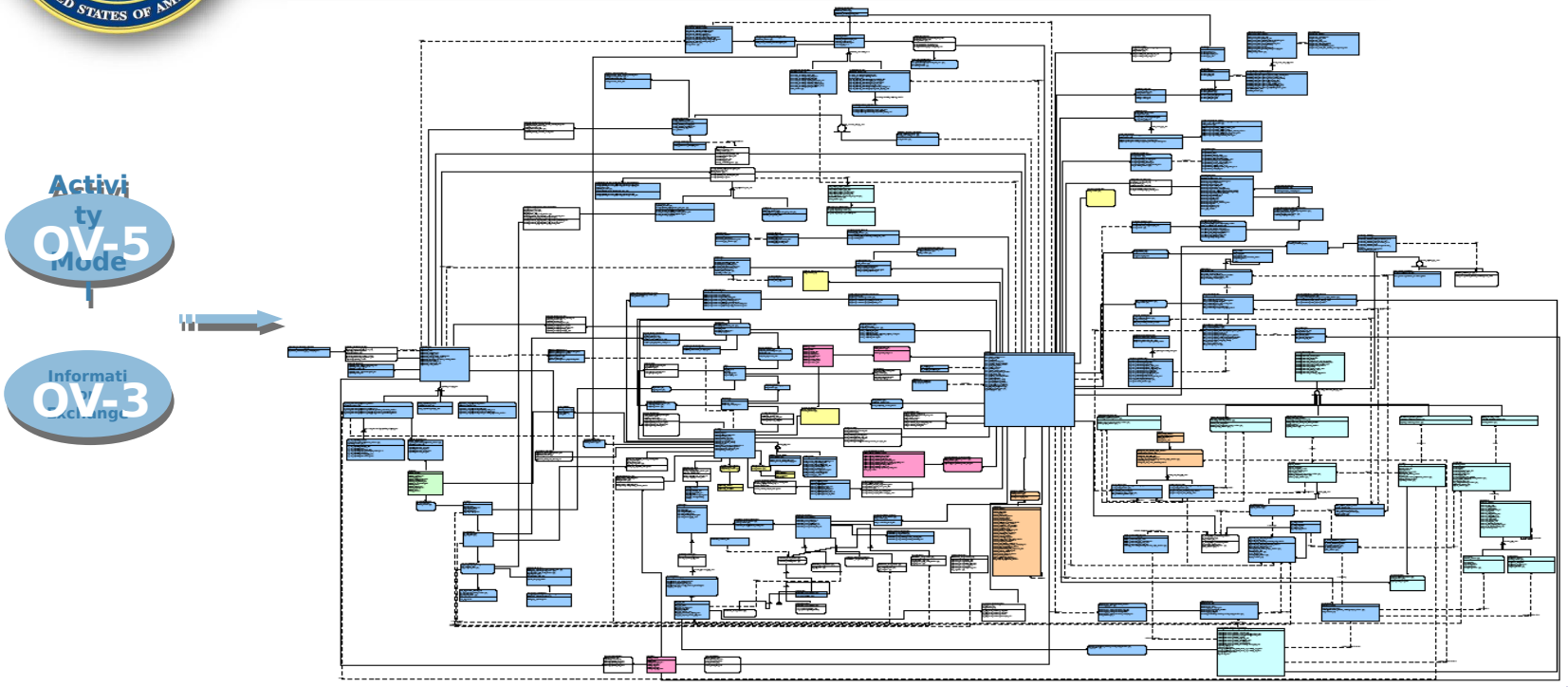
SV-6 Definition:

- Describes the System Data Exchanges (SDE) required between System Entities and attributes are populated whenever a new System Data Exchange is created on an SV-4 diagram
- The SV-6 matrix is generated based on information depicted on the SV-1 diagrams

HRM Approach to SV-6 Development:

- Provides detail to SV-1 System Interfaces
- Defines both logical (“to-be”) interfaces, and some physical (“as-is”) interfaces
- Follows the pattern of OV-2 development, HRM to other CBMA, LOB to LOB, and internal to LOB

OV-7: Logical Data Model



OV-7 Definition:

- Documentation of the system data requirements and structural business process rules of the Operational View (DoDAF).

HRM Approach to OV-7 Development:

- The draft HRM OV-7 will be created using the DPDM as a base model to denote HRM data requirements and processes
- The data requirements and processes represented in the HRM OV-7 will support the activities represented in the OV-5
- Entity Relationship Diagrams (ERDs) will be created to describe the data and information associated with HRM architecture information exchanges
- The ERDs will be grouped based on Subject Area Views that will correlate to the needlines in the OV-3

SV-3: Systems – System Matrix

	ABIDES	DCAPES	FYDP	HSM	LCOM	MPES
ABIDES			X			X
DCAPES						X
FYDP	X					
HSM						X
LCOM						X
MPES	X	X		X	X	

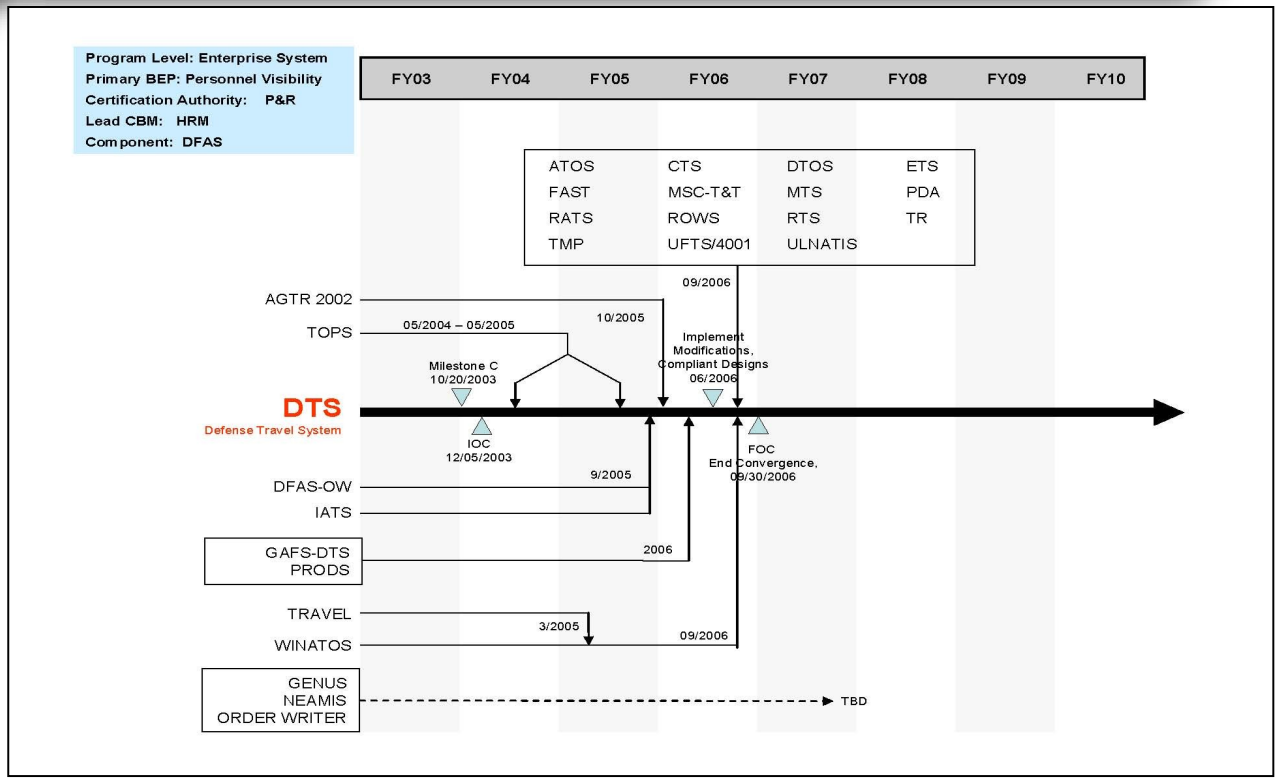
SV-3 Definition:

- Captures the relationships between systems from the SV-1 in a matrix

HRM Approach to SV-3 Development:

- The SV-3 is used to document the types of relationships that occur between systems
- The matrix can be tailored to capture the specific nature of the relationship between systems, such as “interfaces with” or “will subsume” which would support migration planning

SV-8: System Evolution



SV-8 Definition:

- Captures evolution plans that describe how the system, or the architecture in which the system is embedded, will evolve over a lengthy period of time
- When linked together with other evolution products such as SV-9 and TV-2, provides a clear definition of how the architecture and its systems are expected to evolve over time

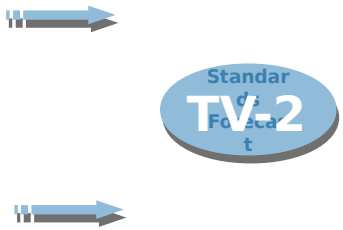
HRM Approach to SV-8 Development:

- Initial SV-8 (BEA) will reflect the four enterprise systems in the Transition Plan, DIMHRS, DTS, AHLTA, and DCPDS
- Additional systems will be added over time

TV-1: Technical Architecture Profile

HRM Technical Standards View (TV-1)

JTA Service	Category	Service Area	Standard
DIMHRS Technical Standards			
Information Processing Standards	2.5.2.2 User Interface Service—Win32	User Interface Services	Win32 APIs, as specified in the Microsoft Platform SDK.
Information Processing Standards	2.5.3 Data Management	Database Management System (DBMS)	International Organization for Standardization (ISO)/International Electro-Technical Commission (IEC) 9075:1992: Information Technology - Database Languages – SQL with amendment 1, 1996, as modified by Federal Information Processing Standard (FIPS) Pub 127-2, Database Language for Relational Database Management System (RDBMS), 1993
Information Processing Standards	2.5.3 Data Management	DBMS	ISO/IEC 9075-3: 1995: Information Technology - Database Languages - SQL - Part 3: Call-Level Interface (SQL/CLI).
Information Processing Standards	2.5.3 Data Management	DBMS	Information Technology – Database Languages – SQL – Part 1: Framework (SQL/Framework) ISO/IEC DIS 9075 – 2 Information Technology – Database Languages – SQL – Part 2: Foundation (SQL/Foundation). ISO/IEC DIS 9075 – 3 Information Technology – Database Languages – SQL – Part 3: Call - Level Interface (for SQL3) ISO/IEC DIS 9075 – 4 Information Technology – Database Languages – SQL – Part 4: Persistent Stored Modules (SQL/PSM). ISO/IEC DIS 9075 – 5 Information Technology – Database Languages – SQL – Part 5: Host Language Bindings (SQL/Bindings). ISO/IEC DIS 9075 – 10 Information Technology – Database Languages – SQL – Part 10: Object Language Bindings (SQL/OLB).



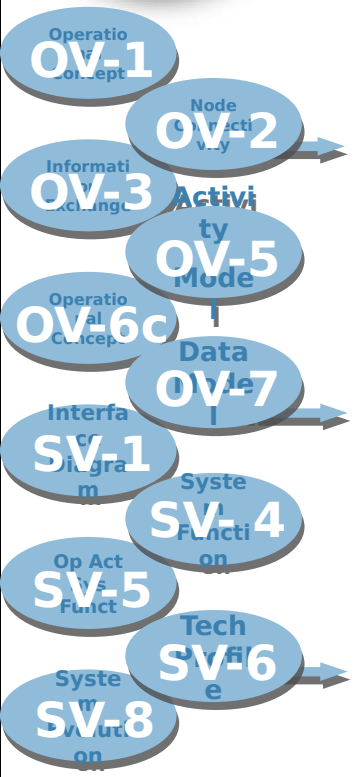
TV-1 Definition:

- Collects the various systems standards rules that implement and sometimes constrain the choices that can be made in the design and implementation of an architecture
- Delineates systems standards rules and conventions that apply to architecture implementations, serves as the bridge between the SV and TV

HRM Approach to TV-1 Development:

- The HRM TV-1 is a “profile” which will serve as a refinement of the BEA TV-1 for HRM specific needs.
- Focuses on standards required for Net-Centricity and enterprise system interoperability needs (DIMHRS, DTS, etc.)

AV-2 : Integrated Dictionary



HRM v1 Integrated Dictionary (AV-2) 10-01-05

System Architect Generated Report				
AV-2				
Diagram Name	**Diagram Type**	**Symbol Name**	**Symbol Type**	**Description**
HRMv1_OV-5 Node Tree_10012005	OV-5 Node Tree	Account for Full Time Support Element	Operational Activity	Activities include ensuring that civilian positions are in the proper program elements based on funding allocation.
		Account for Programmed Manpower	Operational Activity	Activities include ensuring that authorized positions are in the proper program elements based on funding allocation.
		Activate Unit	Operational Activity	Activities include setting a unit or group as operational. An active unit can legally function by specified directives.
		Adjust Requirements	Operational Activity	Activities include reprogramming requirements based on the budget decision.
		Administer Grievance Process	Operational Activity	This activity comprises the initiating, processing, and documenting the appeal of adverse actions, performance appeals, and all other appeals for the employee or member (e.g., administrative grievances, Equal Employment Opportunity complaints, performance evaluations, non-selection actions, Union grievances).

AV-2 Definition:

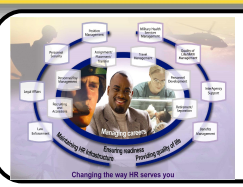
- Contains definitions of terms used in the given architecture
- Provides a central repository for a given architecture's data and metadata

HRM Approach to AV-2 Development:

- The AV-2 will be used to create Reference Models, based on the FEA

HRM v 2.0 – Architecture Organization Based on "Consumers"

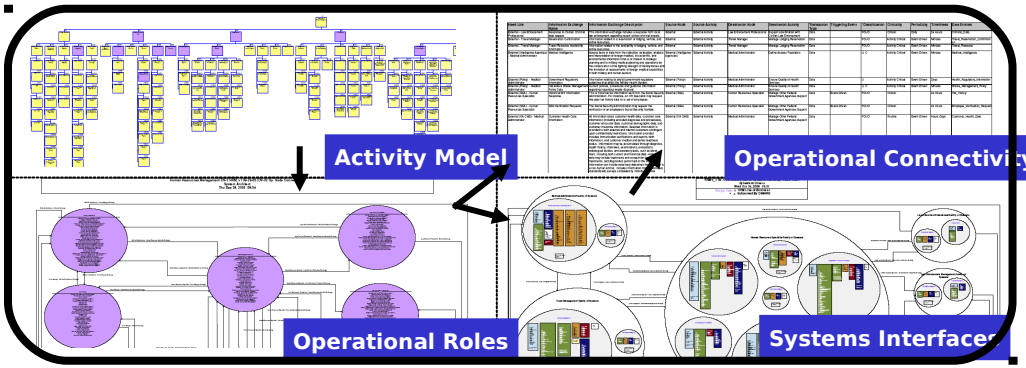
Executive Architecture"



BRM DRM SCRM

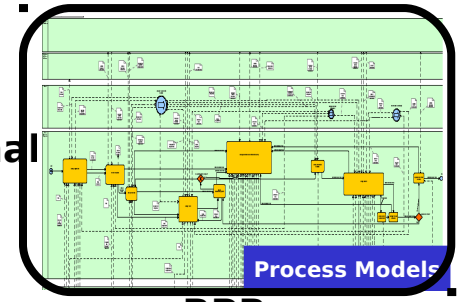
More Executive level Products!

Core Architecture

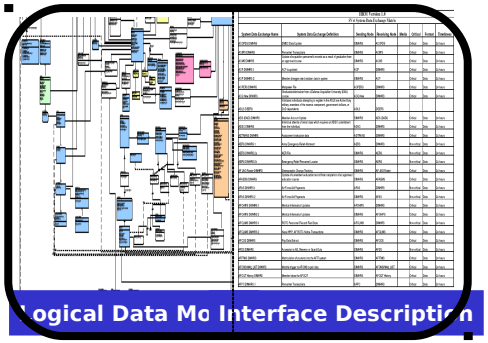


Maturing and Adding to the Baseline!

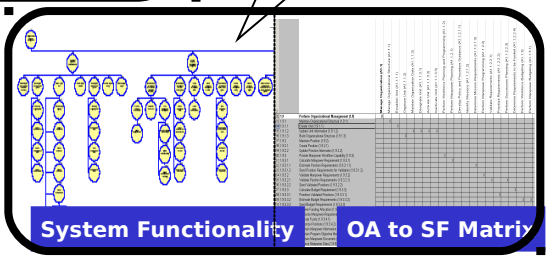
ransformational Architecture



BPR

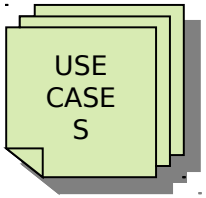


Data Management



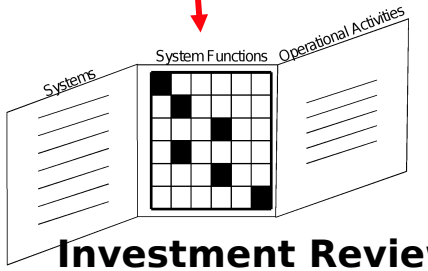
Systems Analysis

Analytical Products



Formalizing Links

Net-Centric Implementation Plan

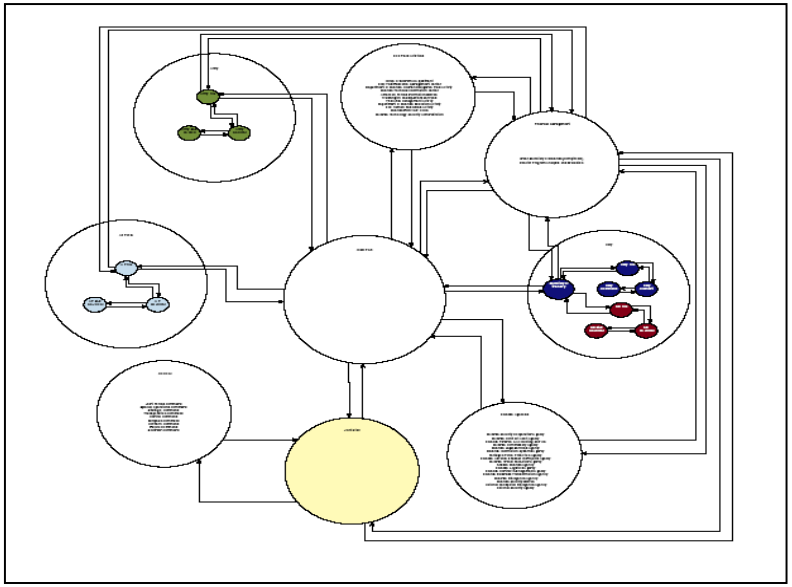


Investment Review

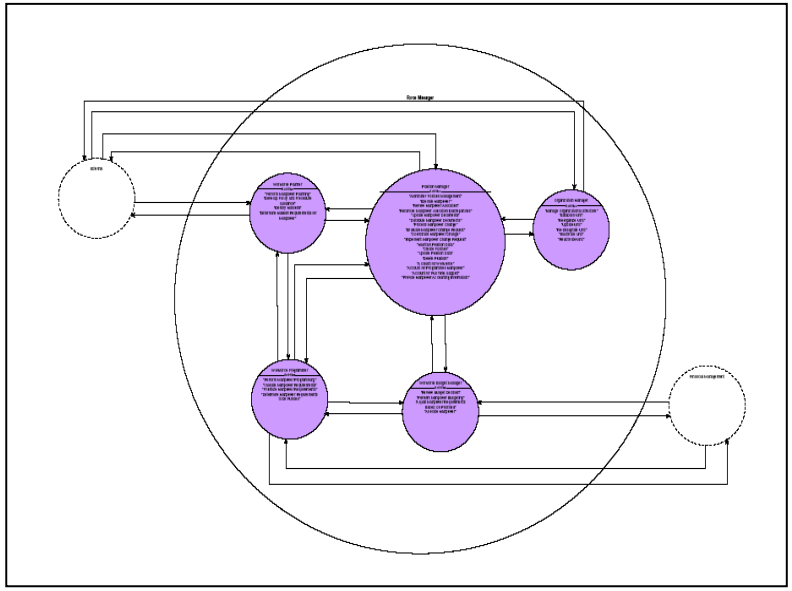
Every product has a valuable purpose, whether communicating with developers or stakeholders.

HRM v 2.0 – Organizational and Role-Based OV-2s

- Information flows within an organization (role-based) and across organizations (typically up to HHQs).
- We will be developing OV-2s to reflect both of these patterns.



Manpower Organization Based



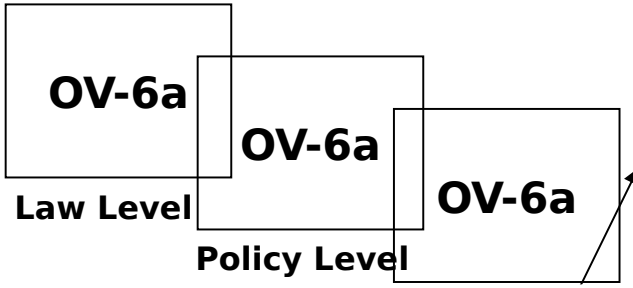
Manpower Role Based

HRM v 2.0 - Use of the Federal Enterprise Architecture

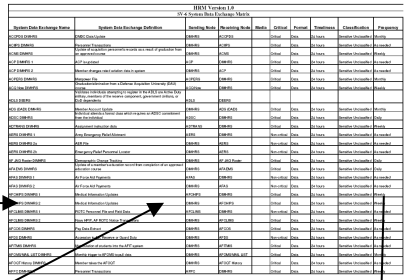
FEA Reference Model	Extracts information from DoDAF Model(s)
Business Reference Model (In Review)	Activity Model, Operational Node Connectivity Model, Business Process Models
Service Component Reference Model (planned)	System Functionality Description, Activity to System Function Matrix, System Interface Diagram
Data Reference Model (In-work)	Logical Data Model, Operational Node Connectivity

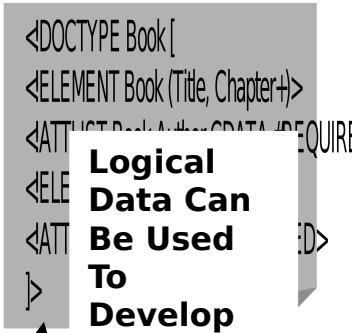
HRM v 2.0 - Focusing on Data

- Connecting Law → Policy → Information Exchanges → Logical Data → System Requirements

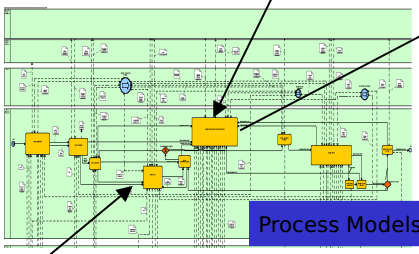


Policy Detail Requires Information Exchange

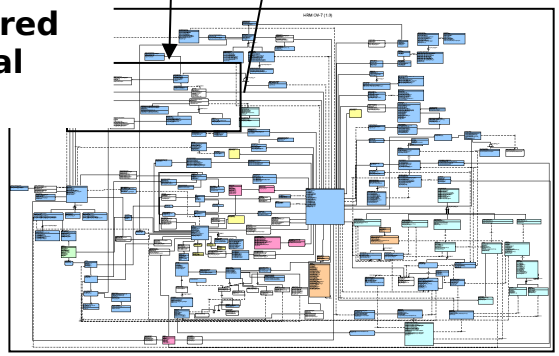




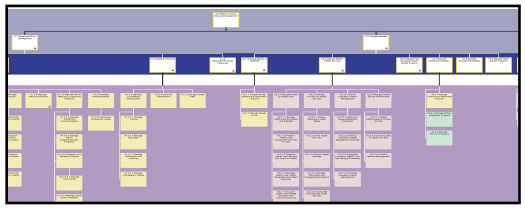
Logical Data Can Be Used To Develop Physical Constructs Like XML



Information Exchanges Define Required Logical Data



Processes and Activities "Require" Information Exchanges



HRM v 2.0 Defining Capabilities

- In 2.0 we will begin to:
  - Break down Lines of Business into Business Capabilities
  - Link the Enterprise Capabilities to the OV-5 which will define more granular Business Capabilities
  - Define them using the “new” DoDAF Capabilities Views

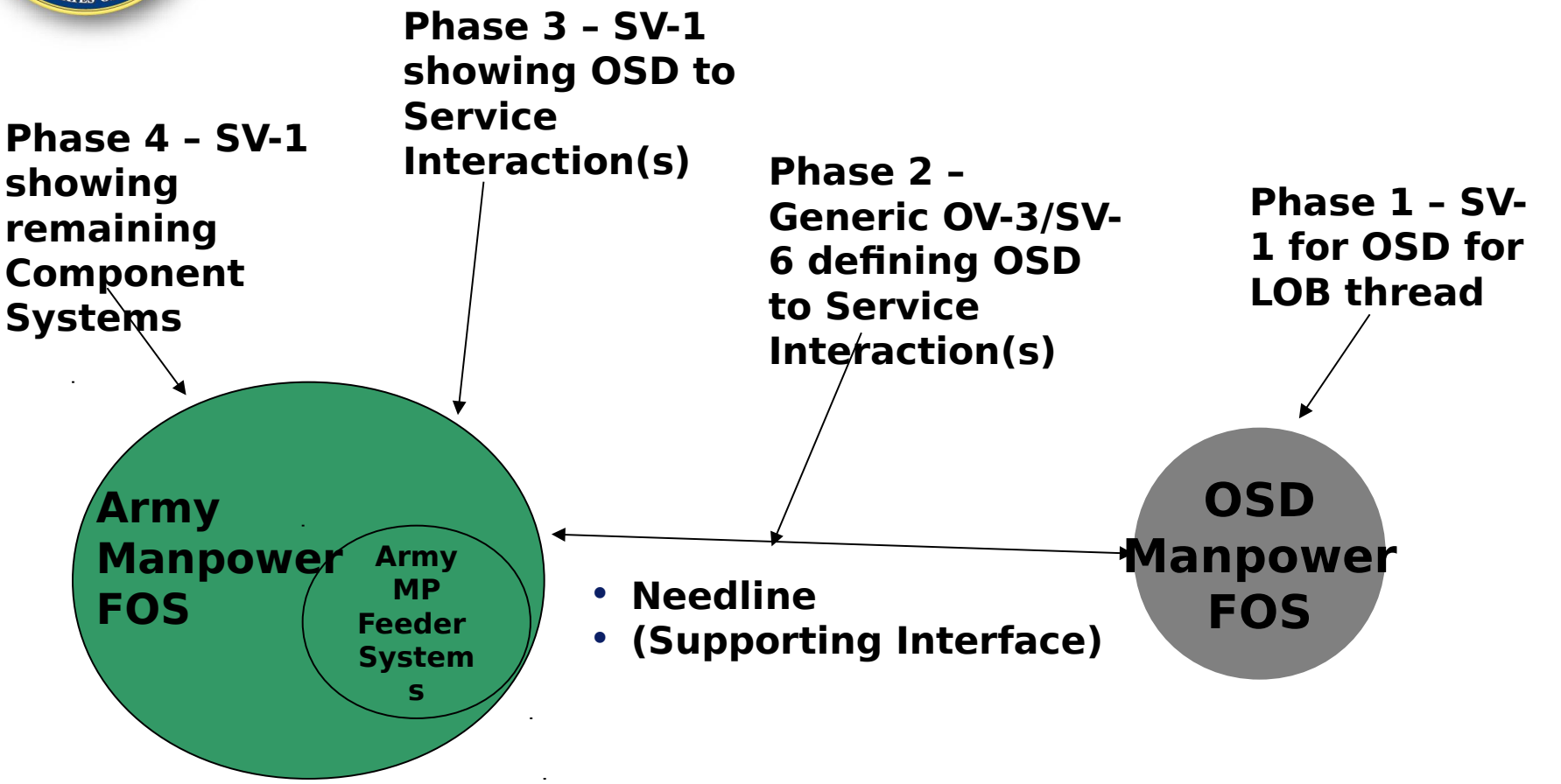
Thread Architectures - Moving Forward with "Deep Dives"

- We will also be evolving our "Deep Dive" Thread Architecture Approach
  - Leverage lessons learned from current Manpower Thread
  - Increase (smartly) "As-Is" architecture to support Transition Planning
  - Widen the net to include more data architecture
  - Set the foundation for transformation by enhancing process modeling and defining links to "Solutions Architecture"

Architecture Threads Drive Transition Planning

- "Business Priority" (LOB thread) depict planning elements of HRM CBMA
- The intent is to fully depict these elements in a P&R IT Transition Plan using:
  - Overview
  - Definition of the "As-Is" State
  - Gap and Redundancy Analysis
  - Defining the "To-Be" Strategy and Target Environment
  - Individual System Depictions (Catalog)

"As-Is" Architecture Thread Supports Transition Planning


Phase 4 – SV-1 showing remaining Component Systems
Phase 3 – SV-1 showing OSD to Service Interaction(s)
Phase 2 – Generic OV-3/SV-6 defining OSD to Service Interaction(s)
Phase 1 – SV-1 for OSD for LOB thread
Army Manpower FOS
Army MP Feeder Systems
OSD Manpower FOS
• Needline
• (Supporting Interface)

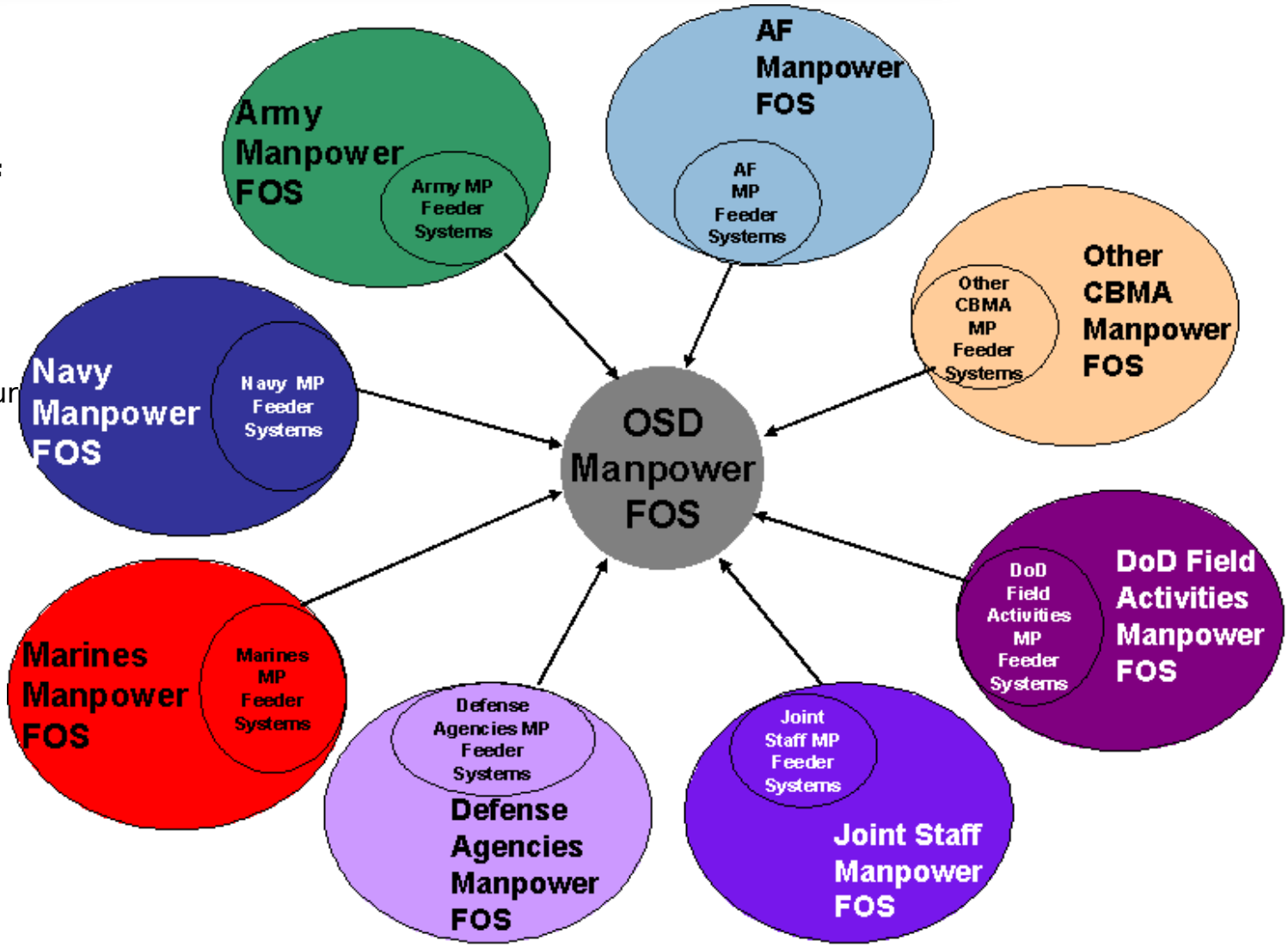
Each FOS represents a sub-section of a Priority in the Transition Plan:

- This is based on our analysis that most interactions between systems occur in this pattern (i.e., Service systems don't cross-talk much); and
- Additionally, this matches up with the DBSMC/IRB (PCA) decision process.

Notional Typical System Relationships

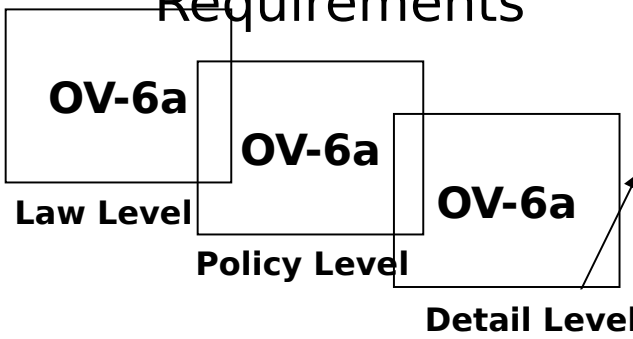
Each FOS represents a sub-section of a Priority in the Transition Plan:

- This is based on our analysis that most interactions between systems occur in this pattern (i.e., Service systems don't often cross-talk)
- Additionally this matches up with the DBSMC/IRB (PCA) decision process

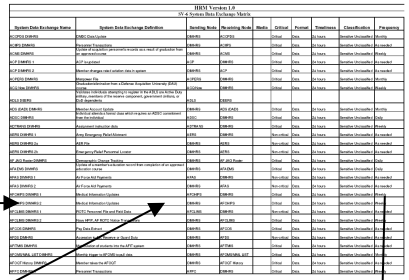

Army Manpower FOS
Army MP Feeder Systems
AF Manpower FOS
AF MP Feeder Systems
Other CBMA Manpower FOS
Other CBMA MP Feeder Systems
Navy Manpower FOS
Navy MP Feeder Systems
OSD Manpower FOS
DoD Field Activities Manpower FOS
DoD Field Activities MP Feeder Systems
Marines Manpower FOS
Marines MP Feeder Systems
Defense Agencies Manpower FOS
Defense Agencies MP Feeder Systems
Joint Staff Manpower FOS
Joint Staff MP Feeder Systems

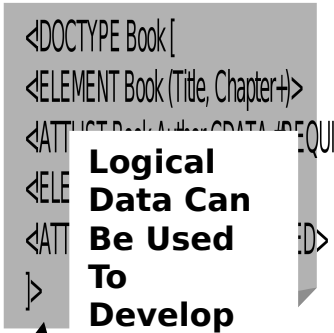
Thread Architectures Use the Same Approach to Data Architecture

- Connecting Law → Policy (Business Rules within Policy) → Information Exchanges → Logical Data → System Requirements

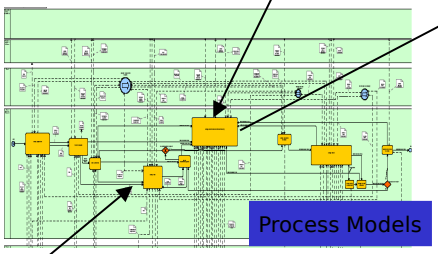


Policy Detail Requires Information Exchange

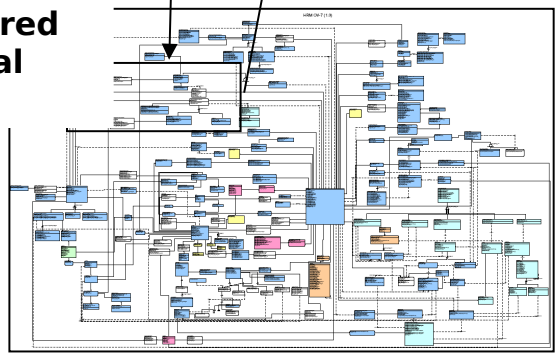




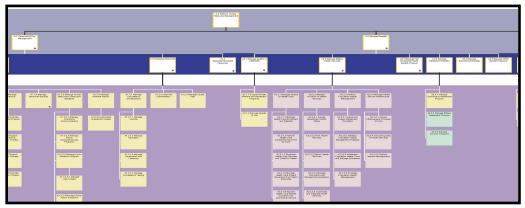
Logical Data Can Be Used To Develop Physical Constructs Like XML



Information Exchanges Define Required Logical Data



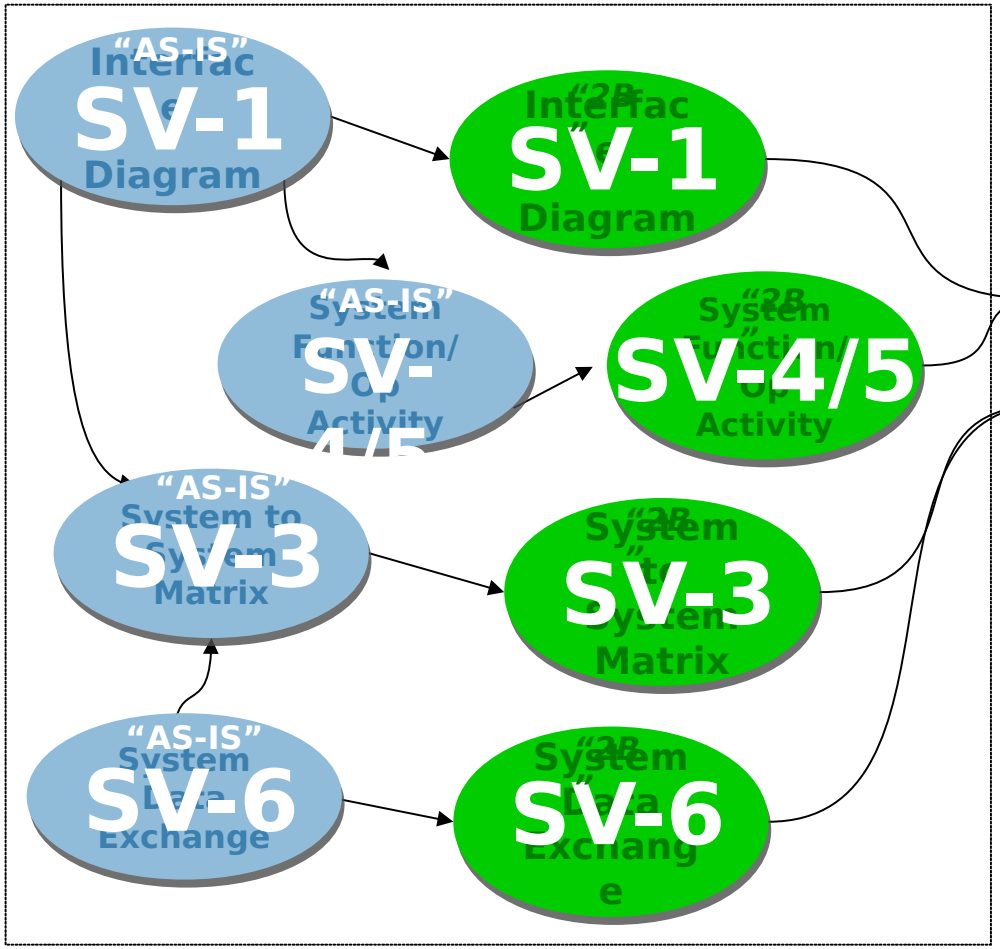
Processes and Activities "Require" Information Exchanges



Capability-Based EA – Support for Transition Plan

EA Products

Line of Business (Business Capability)*



Transition Plan

LOB (BC)– Summary Section

Families of Systems
e.g. OSD, AF by LOB

- LOB (BC) Functionality Gap Assessme
- LOB (BC) "Net-Centric" (Interface) Analysis

Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

Air Force Architecture Integration:

“To-Be” Assessment Architecture Development

Air Force Support

- The Air Force HRM architecture initiative is to facilitate integration of the Air Force architecture with the HRM architecture and to support migration from the As-Is environment to the To-Be environment
- Our team will develop a set of DoDAF-compliant architecture products in sufficient detail evolving over time to support these requirements

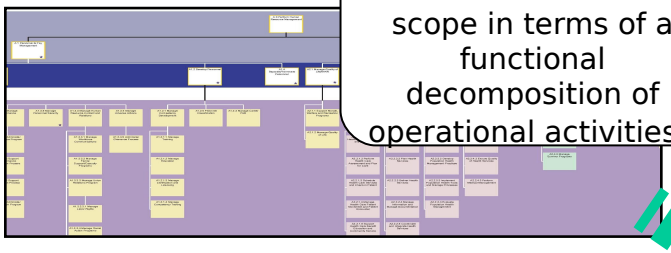
GFA Architecture Product Development

- The following products will be developed:
  - As-Is OV-5
  - As-Is OV-2 (Role-based)
  - As-Is OV-2 (Organizational-based)
  - As-Is OV-3* (Organizational-based)
  - As-Is SV-1, SV-4, SV-6 for each of 10 Legacy Systems
  - As-Is SV-5 3D (System-to-Legacy System Function-to-DIMHRS-System Function-to-Operational Activity Matrix)
  - To-Be SV-1, SV-4, SV-6 for each of 10 Legacy Systems
  - To-Be SV-1, SV-3, SV-5 3D

*Usually required as an analytical tool

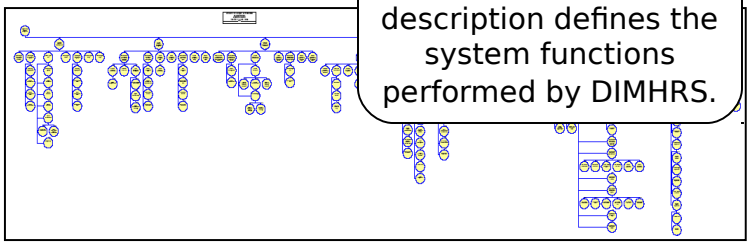
Architecture Based Analysis – Functionality Fit/Ga

The Activity Model defines the business scope in terms of a functional decomposition of operational activities.



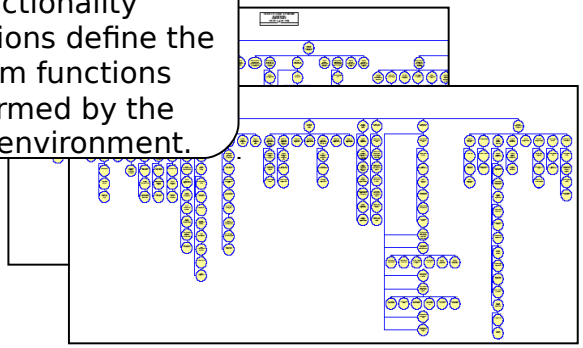
Activity Model (OV-5) – Defines Business Objectives

The DIMHRS functionality description defines the system functions performed by DIMHRS.

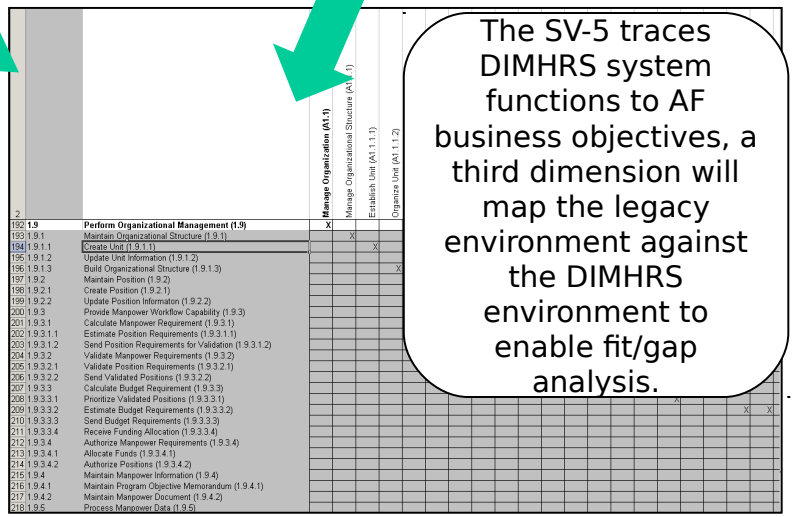


DIMHRS System Functionality (SV-4) – Defines Analysis Target

The legacy system functionality descriptions define the system functions performed by the legacy environment.



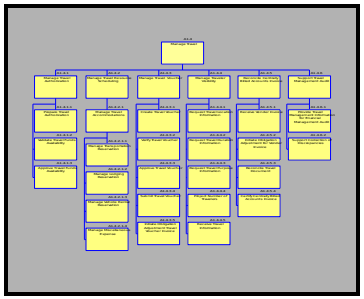
Legacy System Functionality (SV-4)



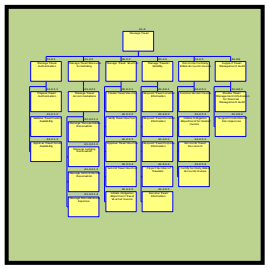
Fit/Gap (SV-5) – Defines Gaps and Overlaps

The SV-5 traces DIMHRS system functions to AF business objectives, a third dimension will map the legacy environment against the DIMHRS environment to enable fit/gap analysis.

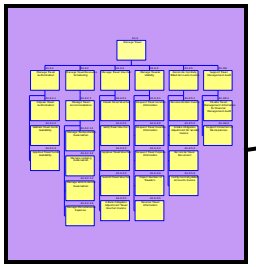
OV-5 Development Approach



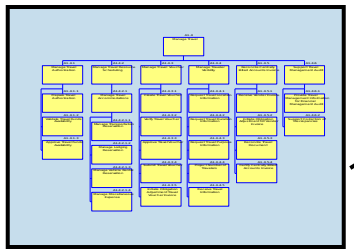
MilPDS OV-5



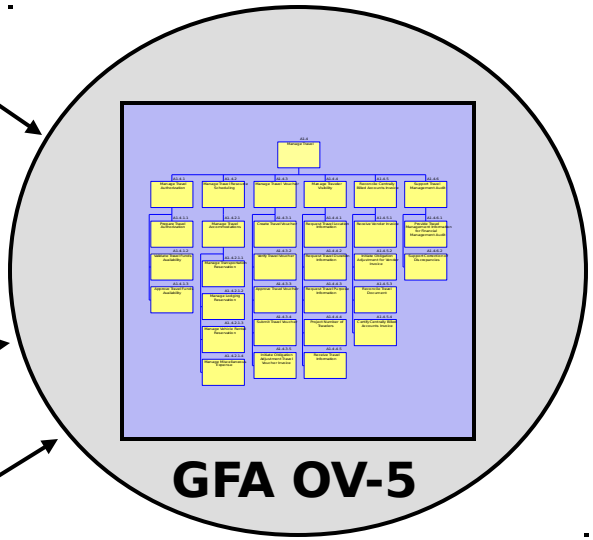
PD OV-5



HRM (BEA) OV-5



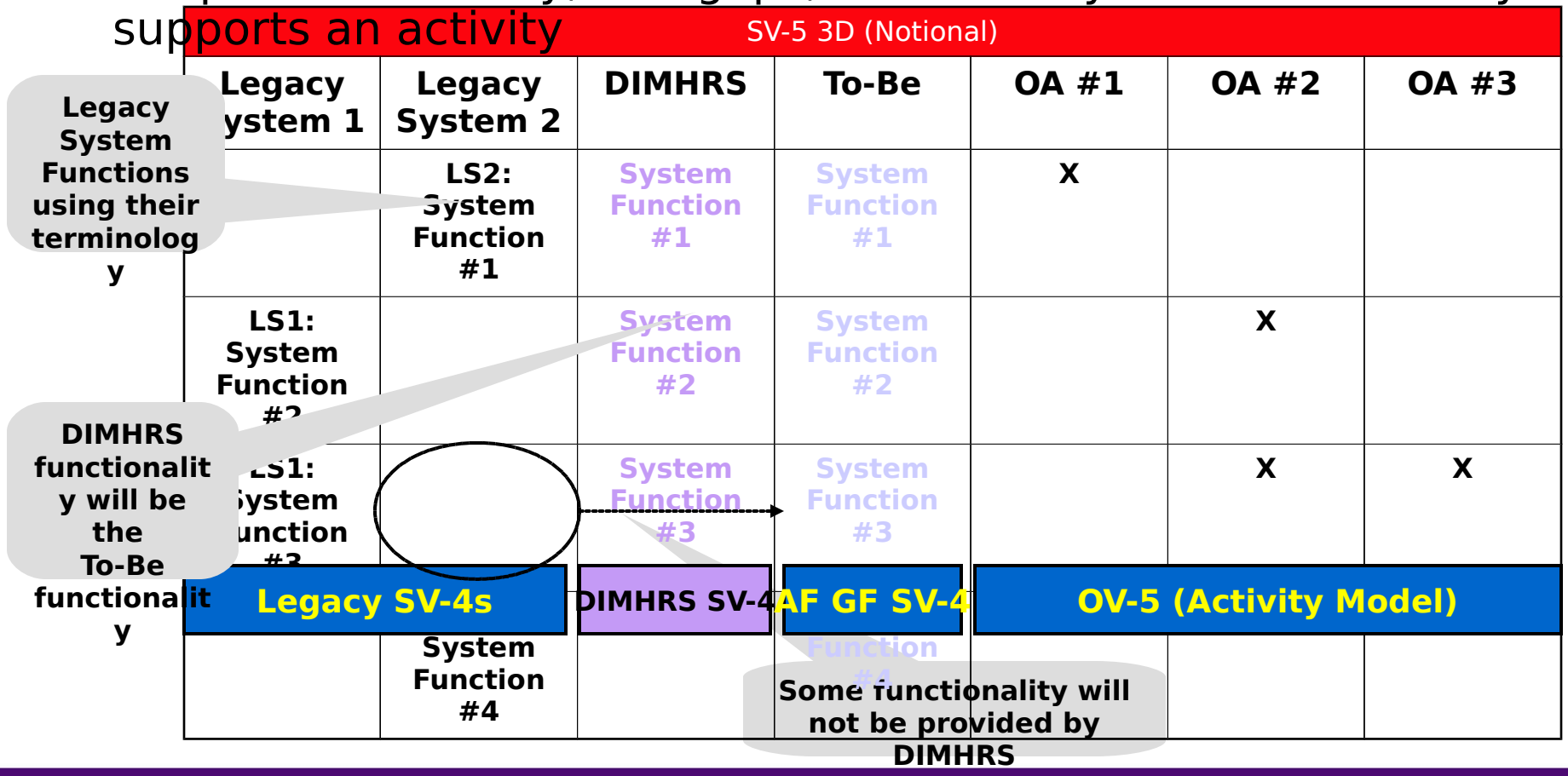
Other OV-5



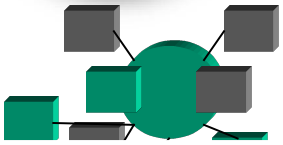
GFA OV-5

SV-4 and SV-5 3D Development

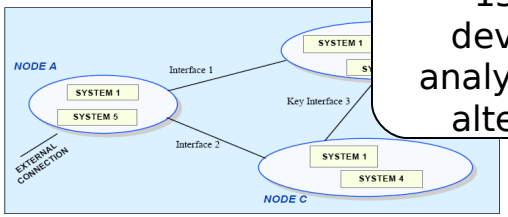
- Provides the Air Force with a clear picture of their legacy systems and where DIMHRS overlaps; the legacy system unique functionality; and gaps, where no system functionality supports an activity



Architecture Based Analysis –Interface Fit/Gap

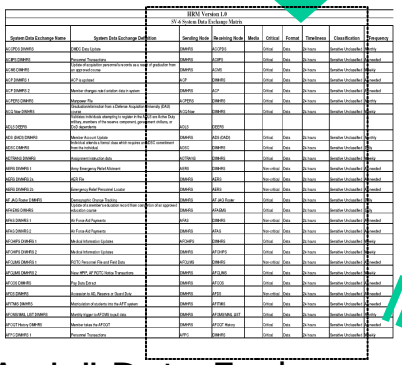


"As-Is" System Interface Description (SV-1) – Defines Current Systems State



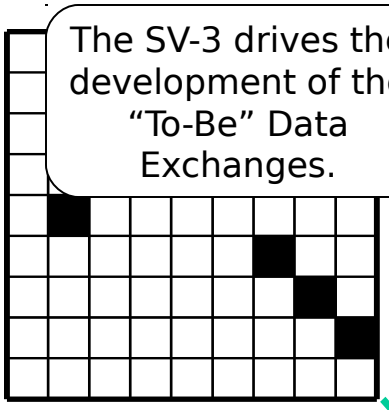
Multiple "To-Be" SV-1s may be developed to analyze different alternatives.

"To-Be" System Interface Description (SV-1) – Defines Proposed System State(s)

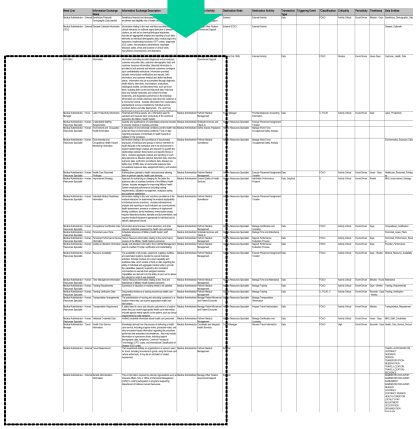


"As-Is" Data Exchange (SV-6) – Defines Existing Data Exchange

The SV-3 drives the development of the "To-Be" Data Exchanges.



System to System Matrix (SV-3)



"To-Be" Data Exchange (SV-6)

The SV-3 traces systems interactions in the proposed state to ensure there are no gaps and to enable impact analysis.

Information Sources to Develop Legacy Systems Vie

- Architecture Products
  - OV-5, SV-1, SV-4, SV-5, SV-6 as a minimum
- ISP
- User's Manuals
- ICDs
- Other Documentation
- Interviews

Questions

- DoD Human Resources Management

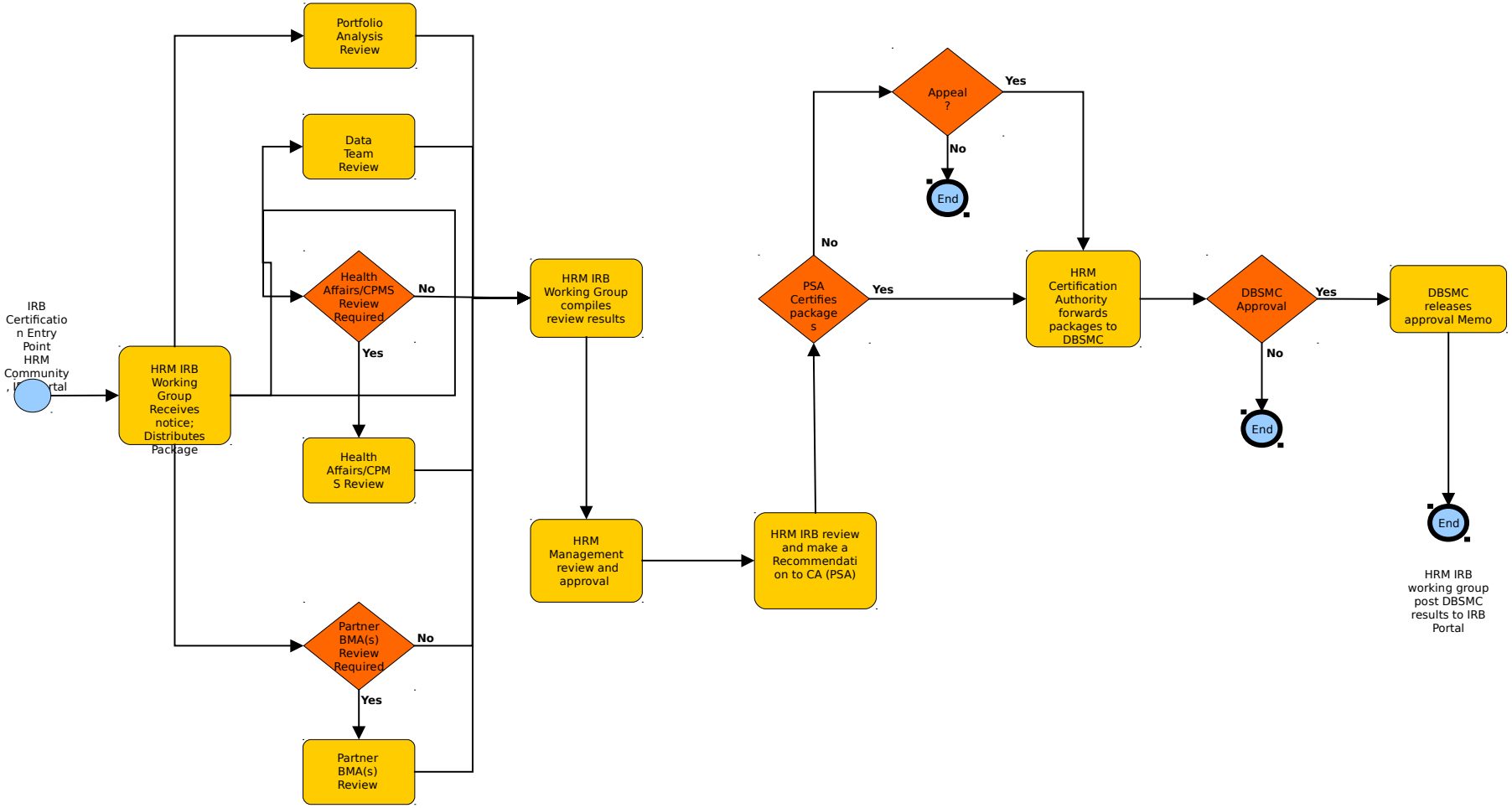
Department of Defense
Human Resources Management

Architecture and the Certification Process

IRB Process Steps

- Preparation and Submission; Pre-Certification Authority (PCA) – Component Level
- Review and Recommendation; Investment Review Board (IRB)
- Certification; Certification Authority (CA) – HRM
- Approval; Defense Business Systems Management Committee (DBSMC)

The Certification Process Flow



BEA Objective

- BEA objective required for BMMP March 2005 report to Congress
- Identify the BEA objective(s) attained by system/initiative:
  - Define the future capabilities necessary to support the Warfighter and focus the activity of business systems modernization on acquiring those capabilities
  - Define and declare capabilities that should be common throughout the DoD business enterprise and direct the implementation of enterprise-wide systems with greater visibility at the highest levels of leadership within the Department
  - Control current and future investments in business systems

Architecture Compliance

- To show compliance with the BEA, Components must:
  - Align systems/initiatives with the BEA Operational Activities
  - Align systems/initiatives with HRM Architecture v 1.0 Operational Activities
  - Align systems/initiatives with BEA/HRM system capabilities and functions described in the HRM architecture products
- BTA BEA 3.0 URL (http://www.dod.mil/bmmp/BEA_3_0.html)

Architecture Compliance (Cont.)

Sample: HRM Operational Activities, BEA 2.4

Ref. ID	Area	Level	Operational Activity Name
A6	P&R	1	Perform Human Resources Management
A61	P&R	2	Administer Position Management
A611	P&R	3	Perform Workforce Planning and Programming
A6111	P&R	4	Execute Position Planning
A6112	P&R	4	Execute Position Programming
A612	P&R	3	Perform Workforce Budgeting
A6121	P&R	4	Execute Position Budgeting
A613	P&R	3	Structure Organizations
A6131	P&R	4	Develop Organization Structure
A614	P&R	3	Administer Position Management
A6141	P&R	4	Maintain Position Information
A615	P&R	3	Perform Workforce Analysis
A6151	P&R	4	Perform Force Structure Analytics
A62	P&R	2	Manage Personnel and Pay
A621	P&R	3	Manage Pay and Expense Reimbursements
A6211	P&R	4	Administer Payroll and Reimbursements

Architecture Compliance (Cont.)

- Required system DoD Architecture Framework (DoDAF) products as part of certification package for IRB review:
  - –System Overview/Summary (AV–1)
  - –Operational Activity Model (OV–5)
  - –Technical Standards Profile (TV–1)
- NOTE: Submission of DoDAF products as part of a system certification package is suspended for FY2006

References

- All texts available at the HRM Website (https://www.hrm.osd.mil)
  - Investment Review Process Overview and Concept of Operations for Investment Review Boards (CONOPS), 17 May 2005
  - DoD Business Systems Investment Review; Proposal Submission Guideline, v 07-15-05
  - DoD Business Systems Investment Review; Investment Dashboard Guidance
  - Defense Business System Modernization Certification Approval FAQs
  - BMMP Investment Review Board Portal; User's Manual for Components

Summary—End State

- IRB CONOPS and Submission Guidelines under revision
- All IRB Certification submissions completely electronic
- Drive towards a Data-Centric “maintain once, use many” process
- Centralized database and entry points
  - DoD Information Technology Portfolio Repository (DITPR) (DCIO’s authoritative source for systems and related information)
  - SNaP-IT (the authoritative source for budget information)

Summary—End State (cont.)

- To be compliant a system must map to BEA level Personnel Visibility (PV) Business Enterprise Priorities (BEP) found in IRB Certification Template:
  - System Capabilities
  - Operational Activities – OV-5
  - Functions – SV-5
  - Processes – OV-6c

NOTE: Submission of DoDAF products as part of a system certification package remains suspended as part of the process refinement.

Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

Defense Information Technology Portfolio Repository
DITPR Initiative

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Defense Information Technology Portfolio Repository

- DITPR was created in response to the need for one DoD IT Systems Repository
  - Separate Domains were developing Domain specific data repositories
  - Services have their own system data repositories
  - IT Registry
  - ITMA
  - SNaP

Background

- IT Registry
  - Originally to support Y2K
  - Official registry for systems in accordance with DoDI 5000.2
  - DoD-wide inventory of Mission Critical and Mission Essential systems required by Title 10 and for Mission Support systems
  - Used for FISMA reporting
  - Used for PIA compliance information
  - Compilation of E-Authentication Report

Background

- ITMA
  - Information Technology Management Application
  - Used by DoD CIO to collect system information for development of the annual IT budget request
  - Contained initiatives and programs that were not systems
  - Merged with SNaP in 2005 to create SNaP-IT

Background

- SNaP-IT
  - Select and Native Programming Data Collection System-Information Technology
  - Used to collect and submit DoD IT Budget
  - Authoritative database for:
    - OMB Exhibit 300
    - NDAA Section 352 and 332 Reports (Mid-range financial improvement plan pending report, IRB review requirement over $1M)
    - IT and E-Gov Reports (OMB Exhibit 53 and IT-I) (Agency IT and IT infrastructure investment portfolio reports)
  - Owned by OASD(NII) and operated by PA&E

DITPR Begins

- 2004
  - WG established to define necessary data elements to support portfolio management
  - Add those data elements to the IT Registry
  - Technical IPT established to develop technical solution
  - Schedule established to populate new repository
  - Due to time constraints, the data elements were used to form DITPR, a partition of the Navy DADMS database
- 2005
  - Technical IPT combined with IT Registry Tiger Team to provide technical input for combination of the two data repositories

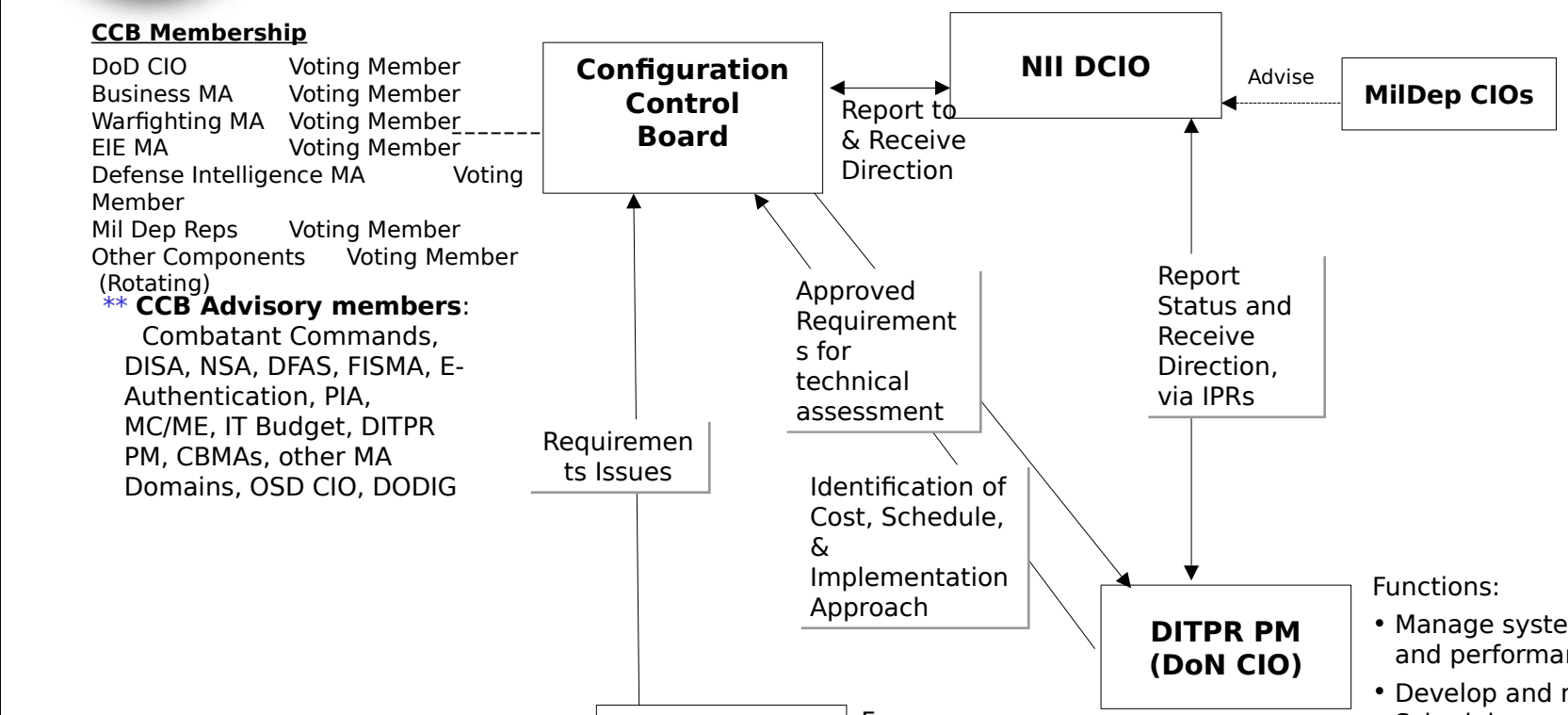
IT Registry – DITPR Merge

- Merge DITPR and IT Registry
  - October 31, 2005 through January 31, 2006
  - DITPR became official data source January 31, 2006
  - NIPRNet version of IT Registry turned off February 1, 2006
- Record discrepancies
  - Record moved to Holding Area
  - Components had 30 days to resolve
    - Each component has two POCs to oversee merge and work issues/discrepancies
- At end of 30 days or by January 30, 2006, IT Reg data overwrote DITPR data automatically

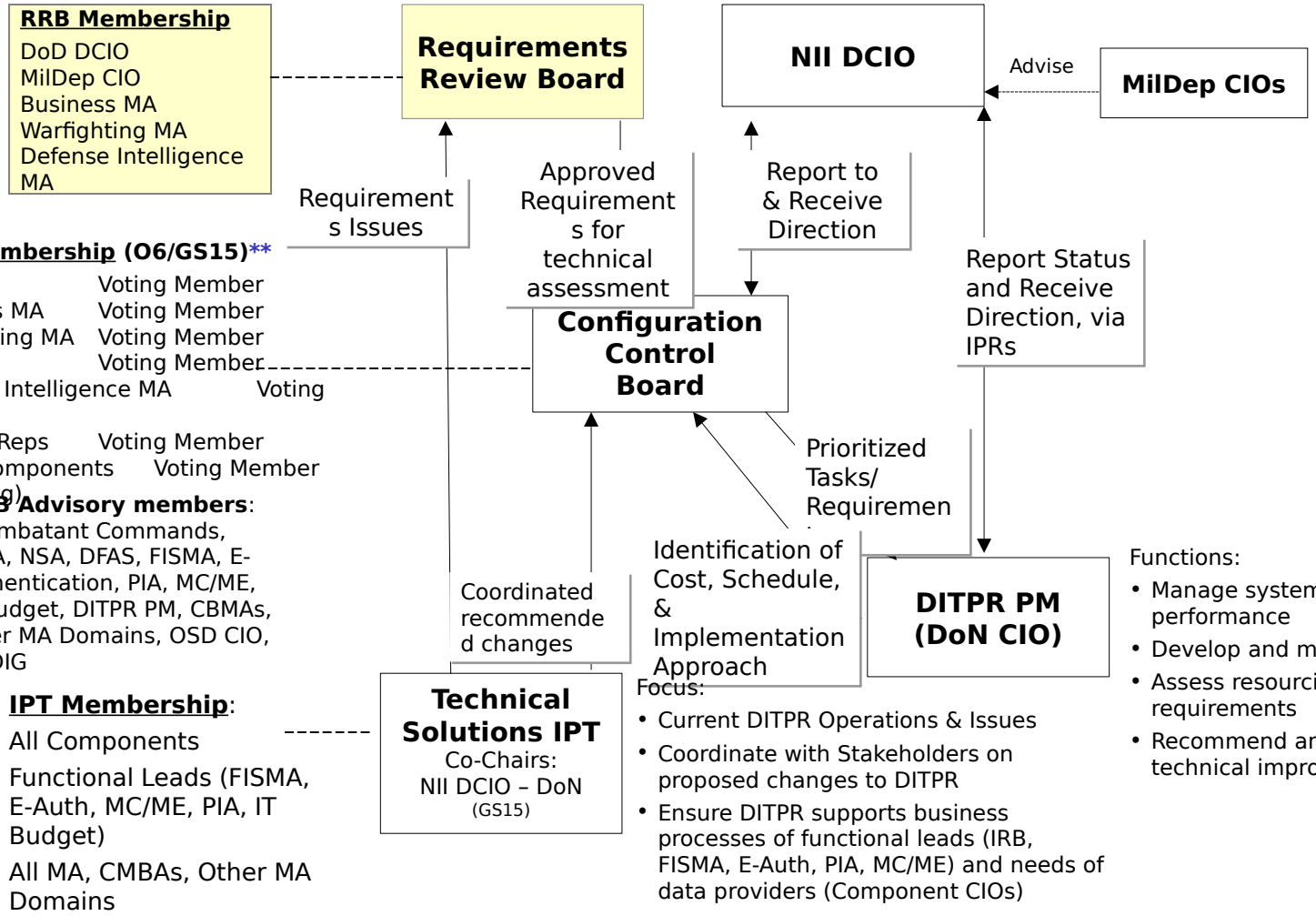
System Input

- Mission Support Systems
  - 50% by December 1, 2005 into IT Reg
  - 75% by March 1, 2006 into DITPR
  - 100% by September 30, 2006 into DITPR
- All Defense Business Systems into DITPR by December 31, 2005

Current DITPR Governance


CCB Membership
DoD CIO Voting Member
Business MA Voting Member
Warfighting MA Voting Member
EIE MA Voting Member
Defense Intelligence MA Voting Member
Mil Dep Reps Voting Member
Other Components Voting Member (Rotating)
** CCB Advisory members: Combatant Commands, DISA, NSA, DFAS, FISMA, E-Authentication, PIA, MC/ME, IT Budget, DITPR PM, CBMAs, other MA Domains, OSD CIO, DODIG
Configuration Control Board
NII DCIO
Report to & Receive Direction
Advise
MilDep CIOs
Approved Requirements for technical assessment
Report Status and Receive Direction, via IPRs
Requirements Issues
Identification of Cost, Schedule, & Implementation Approach
DITPR PM (DoN CIO)
Functions:
• Manage system operation and performance
• Develop and monitor Schedule
• Assess resourcing requirements
• Recommend and implement technical improvements
IPT Membership:
All Components
Functional Leads (FISMA, E-Auth, MC/ME, PIA, IT Budget)
All MA, CMBAs, Other MA Domains
Technical Solutions IPT
Co-Chairs:
NII DCIO – DoN
(GS15)
Focus:
• Current DITPR Operations & Issues
• Coordinate with Stakeholders on proposed changes to DITPR
• Ensure DITPR supports business processes of functional leads (IRB, FISMA, E-Auth, PIA, MC/ME) and needs of data providers (Component CIOs)

Proposed DITPR Governance


RRB Membership
DoD DCIO
MilDep CIO
Business MA
Warfighting MA
Defense Intelligence MA
Requirements Review Board
NII DCIO
Advise
MilDep CIOs
Requirements Issues
Approved Requirements for technical assessment
Report to & Receive Direction
Report Status and Receive Direction, via IPRs
CCB Membership (O6/GS15)**
DoD CIO Voting Member
Business MA Voting Member
Warfighting MA Voting Member
EIE MA Voting Member
Defense Intelligence MA Voting Member
Mil Dep Reps Voting Member
Other Components (Rotating) Voting Member
Configuration Control Board
Prioritized Tasks/ Requirements
** CCB Advisory members: Combatant Commands, DISA, NSA, DFAS, FISMA, E-Authentication, PIA, MC/ME, IT Budget, DITPR PM, CBMAs, other MA Domains, OSD CIO, DODIG
Coordinated recommended changes
Identification of Cost, Schedule, & Implementation Approach
DITPR PM (DoN CIO)
Functions:
• Manage system operation and performance
• Develop and monitor Schedule
• Assess resourcing requirements
• Recommend and implement technical improvements
IPT Membership:
All Components
Functional Leads (FISMA, E-Auth, MC/ME, PIA, IT Budget)
All MA, CMBAs, Other MA Domains
Technical Solutions IPT
Co-Chairs:
NII DCIO – DoN
(GS15)
Focus:
• Current DITPR Operations & Issues
• Coordinate with Stakeholders on proposed changes to DITPR
• Ensure DITPR supports business processes of functional leads (IRB, FISMA, E-Auth, PIA, MC/ME) and needs of data providers (Component CIOs)

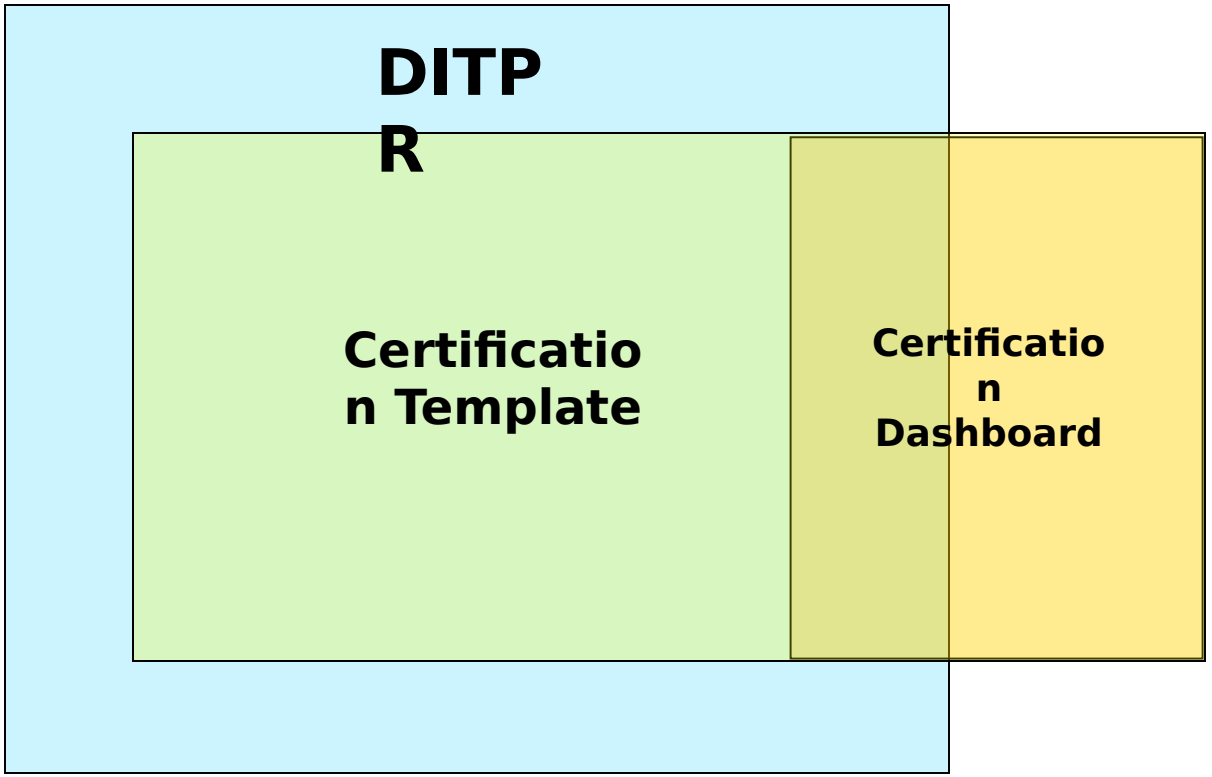
Based on MilDep CIOs' concern that DITPR was getting way too big and out of control.

Impacts: Requires revision of CCB Charter

Certification Support

- Ask for NO additional data from programs seeking FY07 certification vs. FY06
- Eliminate ALL duplicate entry of data between DITPR, Certification, etc.
- Roll out SIMPLE Annual Review Process
- Automate Certification / Annual Review documentation
- Leverage DITPR capability extensively

Minimizing Data Entry



Using DITPR to Meet ALL Certification Needs

What is a System?

- WG convened to address
  - (BMAs, Services, WMAs, NII, JS, Components)
- Clarify earlier definition of a system
- Based on the need to collect and report all relevant data for the various programs DITPR supports
  - “Purpose of DITPR, what it is used for, what needs to be reported”
  - Uses that report specifically on a “system” e.g., FISMA, PIA, E-Authentication
- What level granularity for data collected?

Some Approaches

- System vs. Sub-system
- FOS and/or systems making up the FOS
- System = Budget initiative
- Expand original decision tree “What is a System?”
- System vice Application
- Networks, enclaves, applications on the networks and/or part of the enclaves

Ongoing Initiatives

- DCIO evaluating how to achieve Net-Centric solution for budget data
- For now, SNaP-IT used to provide budget data to update DITPR financial data
  - However, SNaP-IT tracks initiatives (multiple systems), DITPR tracks systems so one-to-one alignment is difficult
- Evaluating moving DITPR to SIPRNet
  - Ensure that all ramifications of moving DITPR to SIPRNet are carefully considered

Recommendations

- Add fields to DITPR necessary to eliminate needs for separate Certification Template / Dashboard data calls
- Create standard automated DITPR reports for Certification and Annual Reviews and make available to all appropriate users
- Coordinate simultaneous release of Certification and DITPR Guidance documentation to ensure consistency
- Effective with the FY07 Budget Estimation Submission, a defense business system must be reported as a separate initiative
  - Alignment between DITPR and SNaP-IT will improve

DITPR – The Future

- Upon completion DITPR will become the official unclassified (classified?) DoD data source for:
  - FISMA
  - E-Authentication
  - Portfolio Management/Investment Review
  - Privacy Impact Assessments (PIAs)
  - Inventory of MC/ME/MS Systems
  - Registry for systems under DoDI 5000.2
  - System Certification

Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

Organization Unique Identifier (OUID)

OUID Purpose

- Background
- Approach
- Current Organization Identifiers
- Conclusions
- Requirements
- Options
- Recommendation

OUID Background

- Draft Department of Defense Directive 8130.aa

  "Establishes policy directing the creation, maintenance, and dissemination of unique identification standards for discrete entities."

  Section 5.2 "The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall: In collaboration with the Joint Staff, and in collaboration with the other DoD Components, publish a DoD instruction defining and implementing a unique identification standard to identify all organizations within DoD."

OUID Approach

- Conducted research to collect information from DoD instructions and ongoing efforts that require organization information, including:
  - Draft UID Capstone Directive Reviews
  - Global Force Management (GFM) Working Group Meetings
  - Standard Financial Information Structure (SFIS) Workshops
  - Defense Readiness Reporting System (DRRS) Briefings
  - Defense Integrated Military Human Resources System (DIMHRS) (Personnel/Pay) Requirement Documentation Development
- To collect the following information:
  - Requirements for an Organization Unique Identifier
  - Current Primary DoD Organization Identifiers
  - Other Identifiers Used in DoD
  - Force Management Identifiers (FMIDS)

Current Organization Identifiers

- DoD Doctrinal Organization Identifiers
  - Unit Identification Code (UIC)
  - Reporting Unit Code (RUC)
  - Personnel Accounting Symbol (PAS) (Unit Portion)
  - Department of Defense Activity Address Code (DoDAAC)
  - Treasury Department Code
  - Force Management Identifiers (FMIDS)
- Other Identifiers used in DoD
  - Data Universal Numbering System (DUNS)
  - DUNS (+4)
  - Commercial and Government Entity (CAGE) Code
  - NATO Cage (NCAGE) Code
  - US Federal Tax Identification Number (TIN)

Force Management Identifiers (FMIDS)

- Identifier: a property that uniquely distinguishes an item
  - [*The most basic requirement of data*.]
- FMIDS: An identifier used to identify Force Structure data and that is unique across the enterprise (e.g., DoD)
- Fundamental Characteristics:
  - It includes no information about the entity it identifies
  - It is a fixed size (ease of software development and interoperability)
- Characteristics:
  - Size: 64 bits (bandwidth is a consideration)
  - Allocation Scheme: Global Prefix, Local Suffix for simplicity
- The Global Force Management Information Exchange Data Model (GFMIEDM) is the model for the format of exchange of force structure information
- All data rows of the tables within the GFMIEDM are tagged with an FMIDS and they are then used by systems of the enterprise during data exchange

Conclusions

- Organizations have multiple identifier types and may have multiple identifiers within a type
- Current organization identifiers are of different sizes and formats
- Current organization identifiers have different sets of rules for assignment
- Current organization identifiers have multiple authoritative databases
- There is no one Authoritative Data Source for mapping various organization identifiers to an organization

OUID Requirements

- A single unique, simple and non-intelligent identifier is required to uniquely identify organizations – the Organization Unique Identifier (OUID)
- OUID will be used to identify all organizations within DoD and non-DoD organizations used by DoD systems
- Have an Authoritative Data Source (ADS) for all OUIDs
- Provide the capability for users and systems to either replace current identifiers with an OUID or to map current identifiers to an OUID (e.g., legacy systems)

OUID Requirements (Cont)

- Provide the capability to maintain the assignment and retirement of OUIDs
- Provide the capability to capture Point of Contact information
- Provide the capability for access security and control of who is allowed to create, view, or modify organization information
- Provide for automatic data feeds from Authoritative Data Source
- Provide the capability for manual input in cases where there is not an Authoritative Data Source

Options

- The following three options were weighed:
  - Create a new Organization Unique Identifier (OUID) and registry
  - Standardize current Unit Identification Codes (UIC) and develop centralized registry
  - Utilize FMIDS to uniquely identify organizations

Option 1

- Create a new Organization Unique Identifier (OUID) and registry
  - Pros:
    - OUID would be unique, simple, and non-intelligent
    - Would create one central registry for all OUIDs (DoD and non-DoD organizations)
    - Would be visible
    - Would provide stable identifier for organization
    - Would provide accurate historical data for accounting and other purposes
  - Cons:
    - Would be a new effort
    - Would require changes in policy and procedures
    - Would create an additional identifier to be used and to learn
    - Would create an additional registry to capture organizational data
    - Would impact legacy systems to use or to map to the new identifier

Option 2

- Standardize current Unit Identification Codes (UIC) and develop centralized registry
  - Pros:
    - Already in use – recognized identifier for organizations
    - Legacy systems configured to handle
  - Cons:
    - Would require standardization of size and format and subsequent modification to legacy systems and all interfaces
    - Would require changes in policy and procedures
    - Would require current UICs to be changed so that no embedded information or smart codes would be in new UICs
    - Would impact legacy systems to use or to map to the new identifier

Option 3

- Utilize FMIDS to uniquely identify organizations
  - Pros:
    - Leverages a current effort
    - Organization information already to be tagged with FMIDS in the Org Servers
      - Provides a standardized data tag to all Global Force Management Information Exchange Data Model (GFMIEDM) data, not to just organization data
      - Within the GFMIEDM organizations are doctrinal, crew or billet
    - FMIDS do not contain any embedded information
    - FMIDS are 64-bit binary value which could migrate to the ISO UUID 128-bit binary standard
    - FMIDS are transparent to the user, but can be viewed if required

Option 3

- Utilize FMIDS to uniquely identify organizations
  - Pros (cont)
    - Initially DoD only (e.g., Service, Joint and OSD), but is expandable for federal, civil, or commercial organizations once the rules are defined
    - Additional Organization “aliases” can be captured in data model once the ADS and rules are defined
    - Update to FMIDS and Org Server policy, procedures, management plan and technical specifications
    - No major additional impact to legacy systems than defined by FMIDS and Org Server
  - Cons:
    - Discovery of which FMIDS actually “identify” organizations may require accessing each Org Server
    - Local generation with distributed control mechanism, not a traditional registry
    - Not used outside of DoD to identify Organizations. It is not an industry standard

Recommendations

- Recommend to leverage the use of FMIDS as the Organization Unique Identifiers for all DoD and non-DoD organizations that are required to be uniquely identified to ensure execution of their assigned missions and associated tasks.
- Identify any additional OUID requirements for FMIDS
- Identify an approach for non-DoD organizations
- Identify the procedures to add additional requirements (entities, attributes, relationship, data values and rules) into the GFMEIDM

More Information

- For more information on the OUID initiative, go to https://www.mpm.osd.mil and click on “Manpower”

Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

Standard Financial Information Structure (SFIS) Initiative – HRM Participation

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Current Environment

AIR FORCE OPERATIONS AND MAINTENANCE

DEPT	FY	APPR SYM	FC	FY	OAC	OBAN	RC/CC	BA	EEIC	ADSN	ESP	PE	FCC
57	6	3400	30	6	47	5A	110704	04	582.AA	503000	AB	72806F	

ARMY OPERATIONS AND MAINTENANCE

DEPT	FY	BSN	OA	ASN	AMSCO	EOR	MDEP	FCA	SDN	APC	UIC	FSN
21	6	2020	57	3106	325796.BD	26FB	QSUP	CA200	GRE12340109003	AB22	W0RNAA	S34030

NAVY/MARINE CORPS - GENERAL

DEPT	FY	APPN	SUBHEAD	OC	BCN	SUBALLOT	AAA	TTC	PAA	CC
17	7	1105	0000	026	63400	3	063340	1D	000151	00560852000

SFIS Phase I - Definition

- SFIS is the DoD's common business language that enables budgeting, performance based management, and the generation of financial statements
- The goal of Phase I of the SFIS effort was to define SFIS data elements needed to support generation of the DoD financial statements
- The goal of Phase II of the SFIS effort is to define enhancements to enable Performance Based Management
- http://www.defenselink.mil/bmmp/sfis_resources.html

SFIS – Key Points

- SFIS is not the old Long Line of Accounting reinvented
- All systems do not need to contain all 59 SFIS data elements
- SFIS represents the minimum set of elements that is needed for financial reporting
- There is more than one way to physically meet SFIS compliance
- This is not a new requirement

Authoritative Guidance

- National Defense Authorization Act (NDAA)
  - Requires an information infrastructure which, at a minimum, integrates budget, accounting, program information, systems and performance
- Office of Management and Budget (OMB) Circular A-127
  - Requires agencies' financial management systems to reflect an agency-wide financial information classification structure that is consistent with the U.S. Government Standard General Ledger (USSGL)
- Government Performance and Results Act (GPRA)
  - Requires annual performance reporting that links performance planned to performance achieved
- OMB, Office of Federal Financial Management (OFFM)
  - Within each department or agency, the accounting classification elements and definitions must be standardized to ensure uniform and [illegible] porting

Approximately 75% of the Phase I SFIS data elements are mandated by existing external requirements (Treasury and OMB). These are not new requirements.

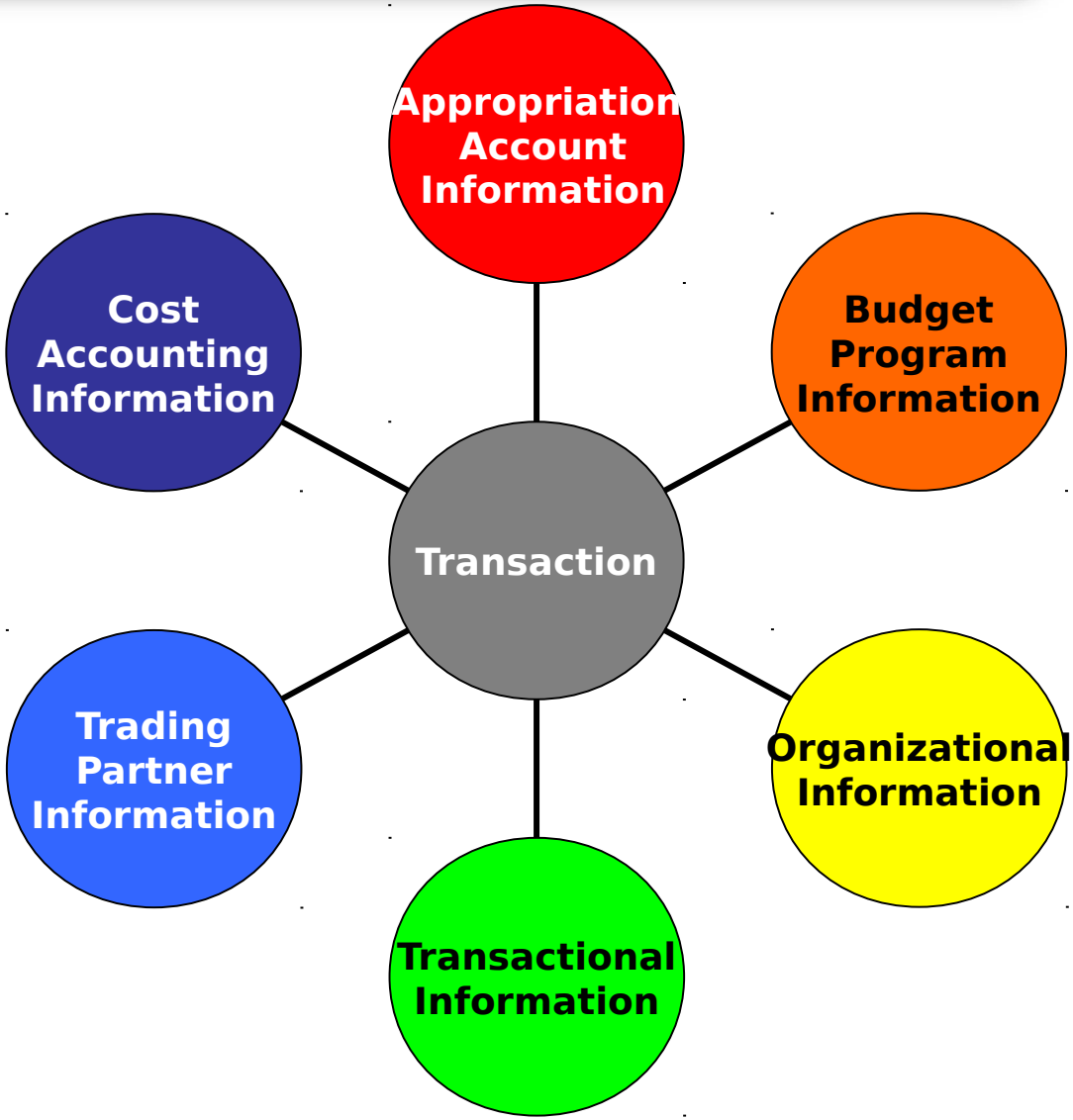
Phase I Objectives

- Completed the definition process for the 59 identified data elements as part of SFIS Phase I
- Prepared strategy for initial deployment of SFIS that is specific to the core target environments
- Identified the process by which Phase I data elements will be further refined going forward, as well as how future elements will be introduced into the SFIS library

SFIS Components

- **Appropriation Account Information** - Provides the fund structure that identifies the Treasury Appropriation Symbol/Treasury Appropriation Fund Symbol (TAS/TAFS) established by OMB and Treasury
- **Budget Program Information** - Provides the program structure and the object class structure with sufficient levels of detail to allow reporting for categories on which budget decisions are made
- **Organizational Information** - Establishes the organizational structure that identifies relationships between DoD organizations that share a common command and control structure
- **Transactional Information** - Satisfies the United States Standard General Ledger (USSGL) posting and reporting requirements by OMB and Treasury
- **Trading Partner Information** - Provides trading partner information to satisfy trading partner information exchange and intra-governmental elimination reporting requirements
- **Cost Accounting Information** – Enables performance-based management and satisfies external requirements of OMB and the Government Performance Results Act (GPRA) and the Financial Accounting Standards Advisory Board (FASAB)

SFIS Information Components



SFIS Information Components - Phase 1

Appropriation Account Information	Transactional Information	Trading Partner Information
Department Regular	Transaction Type	Federal/Non-Federal Indicator
Department Transfer	USSGL Account Number	Trading Partner Indicator
Main Account	Debit/Credit	Trading Partner Number
Sub Account	Begin/End Indicator	
Apportionment Category	Transaction Effective Date	**Budget Program Information**
Receipt Indicator	Transaction Post Date	Budget Function/Sub-Function
Sub Classification	Transaction Amount	Budget Activity
Period of Availability	Allocation Unique Identifier	Budget Sub-Activity
Reimbursable Flag	Exchange/Non-Exchange Indicator	Budget Line Item
Fund Type	Custodial/Non-Custodial Indicator	Major Acquisition
Advance Flag	Foreign Currency Code	Object Class
Authority Type	Country Code	Contingency Code
Availability Time	Entity/Non-Entity Indicator	BEA Category Indicator
Borrowing Source	Covered/Non-Covered Indicator	
Definite Indefinite Flag	Current/Non-Current	**Cost Accounting Information**
Public Law Number	Demand Unique Identifier	Transaction Quantity
Product Report Code		Asset Type
TAFS Status	**Organizational Information**	Asset Unique ID
Year of Budget Authority	Organization Unique Identifier	
Direct Transfer Agency	Agency Disbursing Identifier	
Direct Transfer Account	Agency Accounting Identifier	
Transfer To From		
Deficiency Flag		
Availability Type		
Expiration Flag		
Financing Account Indicator		

Milestones

- SFIS workshops with Mission Areas, Components, and Agencies –2Q04
- Cost accounting workshops with Mission Areas, Components, and Agencies –2Q04
- SFIS briefings to Treasury, OMB, DoDIG, Mission Areas, BMSI, and USD(C) – 3Q04
- SFIS integrated into BEA 2.2 (FM data model), and Terminology Service Implemented -4Q04
- SFIS synchronization with USSGL Transaction Library –1Q05
- USD(C) Memo signed that requires Cross-Mission Area support to standardize the data element values owned or shared with other Mission Areas by April 30 -1Q05
- SFIS cross-functional workshops –2Q05-Ongoing
- Phase I element definition (59 elements) –3Q05
- USD(C) Memo signed that provides three approaches for SFIS implementation – 3Q05
- Coordination with DIMHRS, DEAMS, GFEBS, and Navy ERP –2Q05-Ongoing
- SFIS integrated into BEA 3.0 (FM data model) –4Q05
- Begin work on SFIS Phase II –1Q06
- Business System SFIS Forums –1Q06

SFIS Phase II Short Term (09/06/2005 – 03/06/2006) Goals

- Top-down approach starting with a framework for a DoD Statement of Net Cost
- Define reporting entities/responsibility segments
- Define links to support consolidation of financial statements
- Define a corporate-level view of major lines of operations and associated functions and activities

SFIS Phase II Long Term (09/06/2005 -TBD) Goals

Define a DoD Accountability Framework that:

- Satisfies CFO Act requirements applicable to DoD's Statement of Net Cost
- Satisfies DoD performance measurement and management requirements of GPRA/FASAB/OMB
- Enables Performance Based Management–provides ability to aggregate costs in a meaningful way
- Helps answer these questions:
  - What do we need to communicate meaningful information externally?
  - What do we need to align our operations with higher level objectives, Strategic Plans and other guidance?
  - What does SECDEF care to measure across the Department?
  - What does the "To-Be" Corporate Framework architecture look like?

Challenges to Applying SFIS

- In DoD's Net-Centric environment, we have a mixture of component ERPs and corporate systems
- Component ERP systems enable accountability for an organization's full scope of business (e.g., from budget formulation to financial reporting)
- Corporate systems that are focused on providing a specific capability (e.g., contract writing, entitlement, or financial reporting)
- Given this environment, each DoD core business system will require a tailored SFIS/USSGL implementation approach dependent upon that system's functional scope, degree of integration with other core business systems, and proposed technical solution
- For example, implementing SFIS/USSGL in a Navy ERP system using SAP technology will differ from implementing SFIS/USSGL in a custom-developed financial reporting system

Applying SFIS (1st Approach)

- The **Legacy Accounting System** approach will utilize a centralized SFIS cross walk capability which is being developed as part of the Business Enterprise Information Services (BEIS)
- This approach focuses primarily on legacy accounting systems in use throughout DoD today, but also encompasses cash and funding systems whose information is required to facilitate calculation of undistributed amounts within BEIS
- These systems will be required to submit detail-level accounting transactions to BEIS for conversion to SFIS equivalent data elements and subsequent posting to a USSGL compliant DoD corporate general ledger

Applying SFIS (2nd Approach)

- The **Business Feeder System** approach will require incorporation of SFIS elements within business systems which create business transactions within DoD
  - This approach applies to systems which create transactions such as travel orders, contracts, contract modifications and certain types of invoices
  - This approach may also encompass certain entitlement and disbursing systems in use throughout the department today which receive source transaction data from the previously mentioned feeder systems, perform entitlement matching functionality and generate associated payments

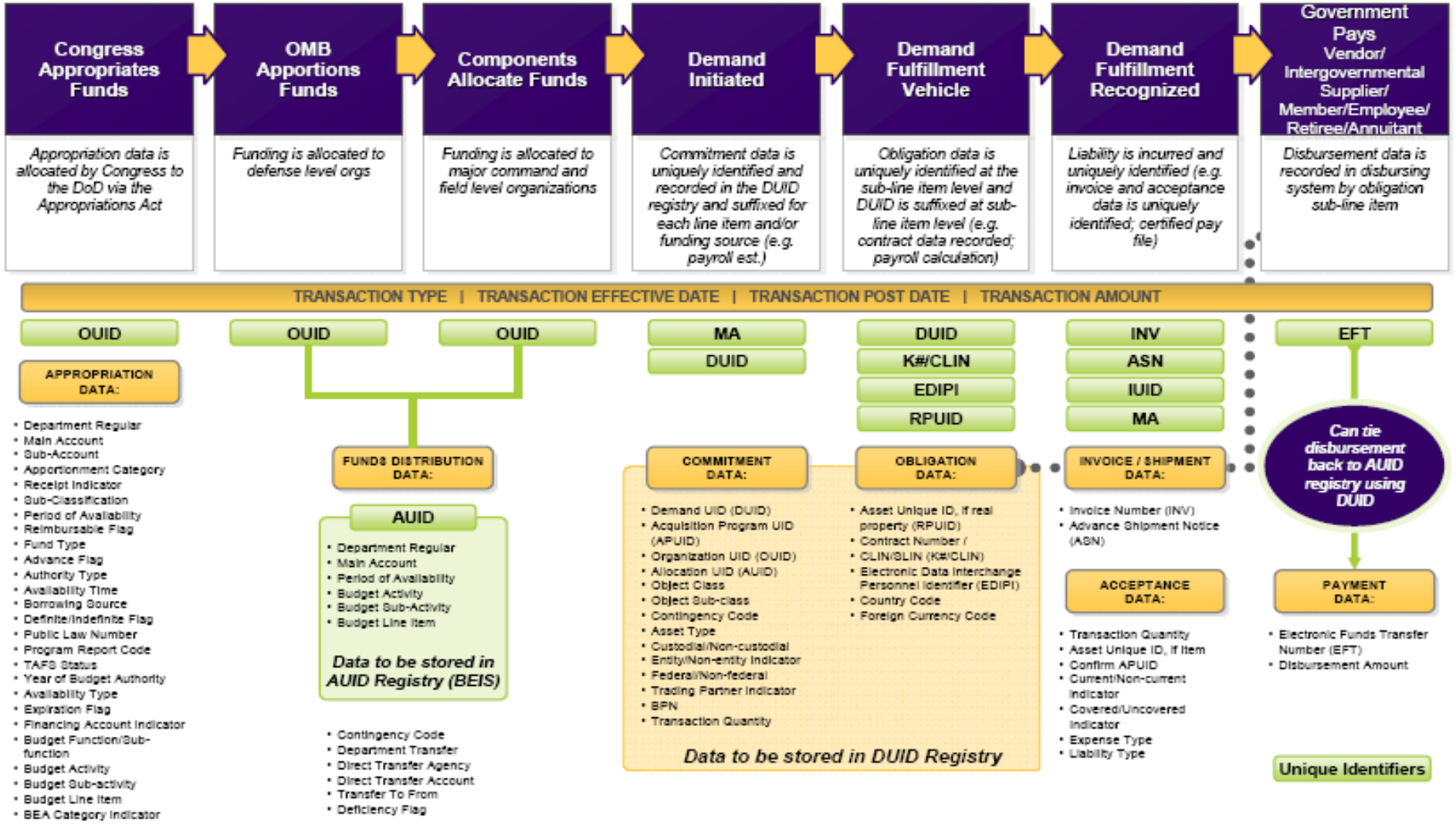
- Certification of this approach will be varied
  - Systems in a development cycle, must submit a plan for SFIS compliance
  - Systems in sustainment must submit compliance mappings
  - Major Acquisition Information Systems (MAIS) systems must incorporate SFIS requirements in their Test and Evaluation Master Plan (TEMP) and complete successful testing prior to approval of Full Operational Capability (FOC)

Applying SFIS (3rd Approach)

- The **Target Accounting System** approach encompasses emerging environments, including new Enterprise Resource Planning (ERP) systems
  - These systems are Federal Financial Management Improvement Act (FFMIA) compliant and configured to post transactions to an internal USSGL compliant general ledger

- This approach requires certification of the ability to receive SFIS data as part of source transactions and derive the appropriate budgetary and/or proprietary general ledger entries in accordance with the USSGL transaction library
  - The USSGL transaction library will be included in their testing documentation (i.e., TEMP) and successfully tested prior to Milestone C
  - In those cases where the system has entered Limited Deployment, successful testing will be completed prior to approval for FOC

UID and SFIS Process Flow



Questions

- DoD Human Resources Management

Department of Defense
Human Resources Management

Military Health System (MHS)
Architecture Discussion

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

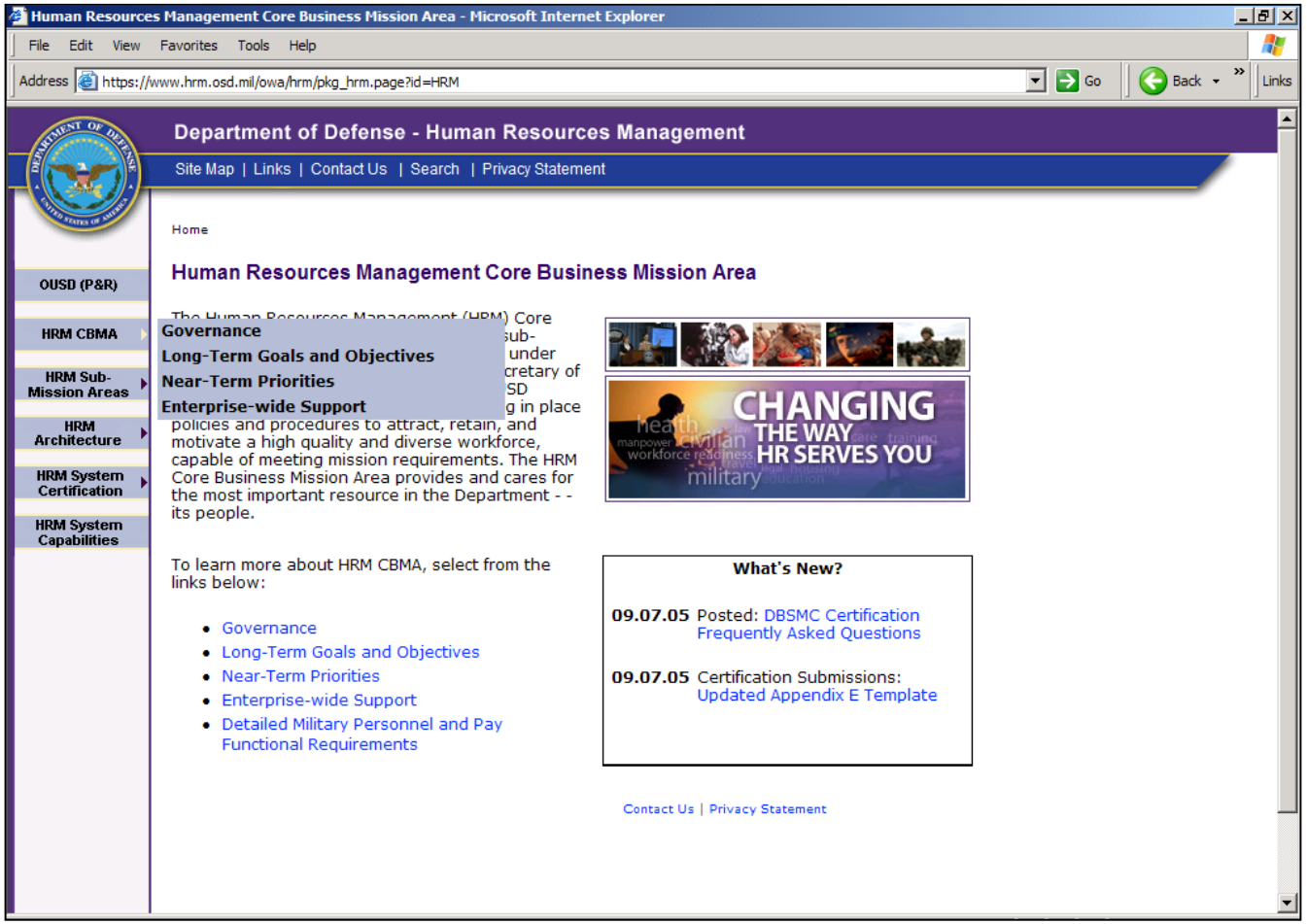
Department of Defense
Human Resources Management

HRM CBMA Website Review

Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

HRM CBMA Website

- HRM CBMA URL: https://www.hrm.osd.mil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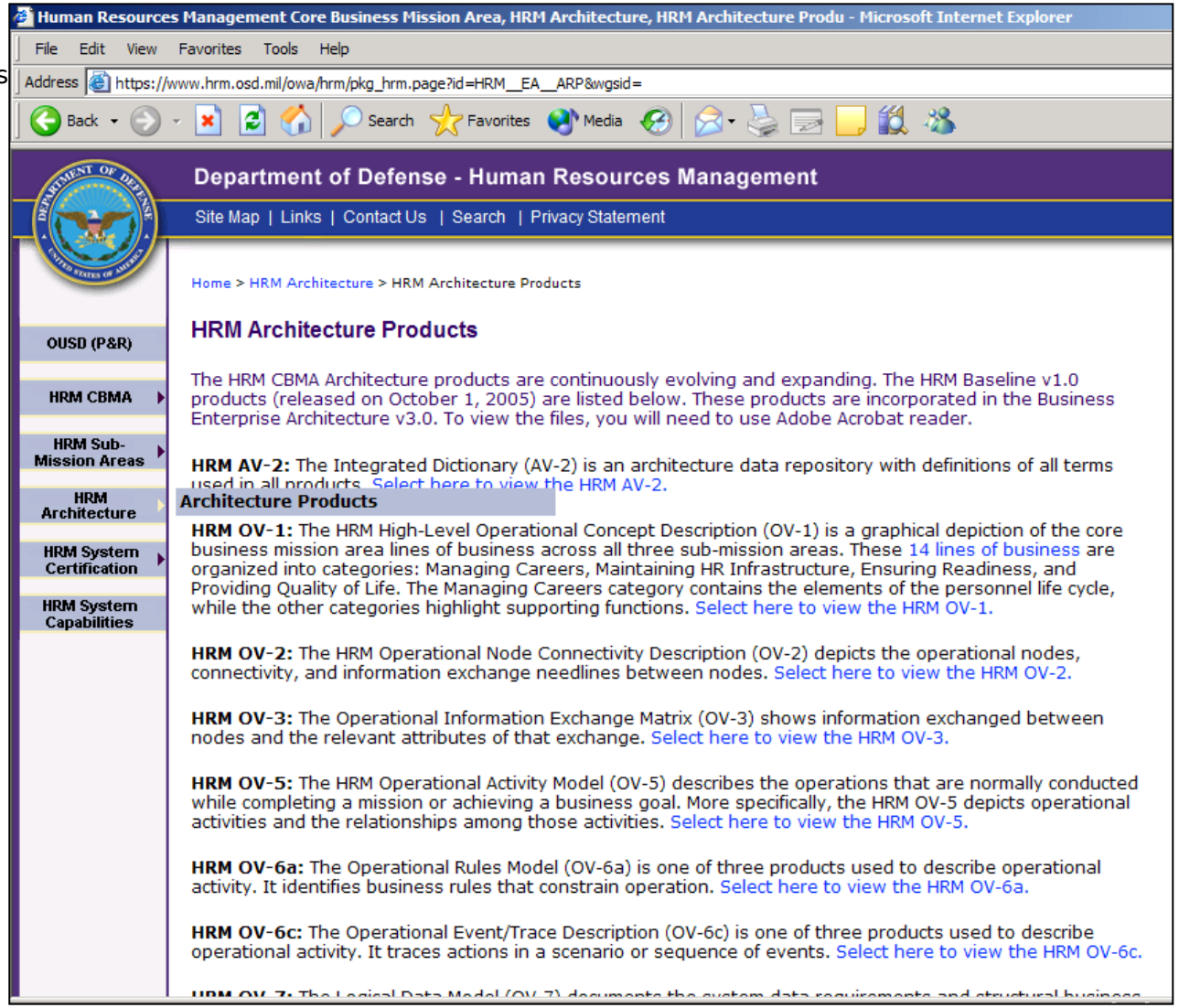
Home
OUSD (P&R)
HRM CBMA
HRM Sub-Mission Areas
HRM Architecture
HRM System Certification
HRM System Capabilities
Governance
Long-Term Goals and Objectives
Near-Term Priorities
Enterprise-wide Support
Human Resources Management Core Business Mission Area
policies and procedures to attract, retain, and motivate a high quality and diverse workforce, capable of meeting mission requirements. The HRM Core Business Mission Area provides and cares for the most important resource in the Department - - its people.
CHANGING THE WAY HR SERVES YOU
To learn more about HRM CBMA, select from the links below:
Governance
Long-Term Goals and Objectives
Near-Term Priorities
Enterprise-wide Support
Detailed Military Personnel and Pay Functional Requirements
What's New?
09.07.05 Posted: DBSMC Certification Frequently Asked Questions
09.07.05 Certification Submissions: Updated Appendix E Template
Contact Us | Privacy Statement

HRM CBMA Website

- HRM v 1.0 Architecture products are posted on the HRM Website


Human Resources Management Core Business Mission Area, HRM Architecture, HRM Architecture Produ - Microsoft Internet Explorer
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Site Map | Links | Contact Us | Search | Privacy Statement
Home > HRM Architecture > HRM Architecture Products
OUSD (P&R)
HRM CBMA
HRM Sub-Mission Areas
HRM Architecture
HRM System Certification
HRM System Capabilities
HRM Architecture Products
The HRM CBMA Architecture products are continuously evolving and expanding. The HRM Baseline v1.0 products (released on October 1, 2005) are listed below. These products are incorporated in the Business Enterprise Architecture v3.0. To view the files, you will need to use Adobe Acrobat reader.
HRM AV-2: The Integrated Dictionary (AV-2) is an architecture data repository with definitions of all terms used in all products. Select here to view the HRM AV-2.
Architecture Products
HRM OV-1: The HRM High-Level Operational Concept Description (OV-1) is a graphical depiction of the core business mission area lines of business across all three sub-mission areas. These 14 lines of business are organized into categories: Managing Careers, Maintaining HR Infrastructure, Ensuring Readiness, and Providing Quality of Life. The Managing Careers category contains the elements of the personnel life cycle, while the other categories highlight supporting functions. Select here to view the HRM OV-1.
HRM OV-2: The HRM Operational Node Connectivity Description (OV-2) depicts the operational nodes, connectivity, and information exchange needlines between nodes. Select here to view the HRM OV-2.
HRM OV-3: The Operational Information Exchange Matrix (OV-3) shows information exchanged between nodes and the relevant attributes of that exchange. Select here to view the HRM OV-3.
HRM OV-5: The HRM Operational Activity Model (OV-5) describes the operations that are normally conducted while completing a mission or achieving a business goal. More specifically, the HRM OV-5 depicts operational activities and the relationships among those activities. Select here to view the HRM OV-5.
HRM OV-6a: The Operational Rules Model (OV-6a) is one of three products used to describe operational activity. It identifies business rules that constrain operation. Select here to view the HRM OV-6a.
HRM OV-6c: The Operational Event/Trace Description (OV-6c) is one of three products used to describe operational activity. It traces actions in a scenario or sequence of events. Select here to view the HRM OV-6c.

Department of Defense
Human Resources Management

Planning Federated Architectures

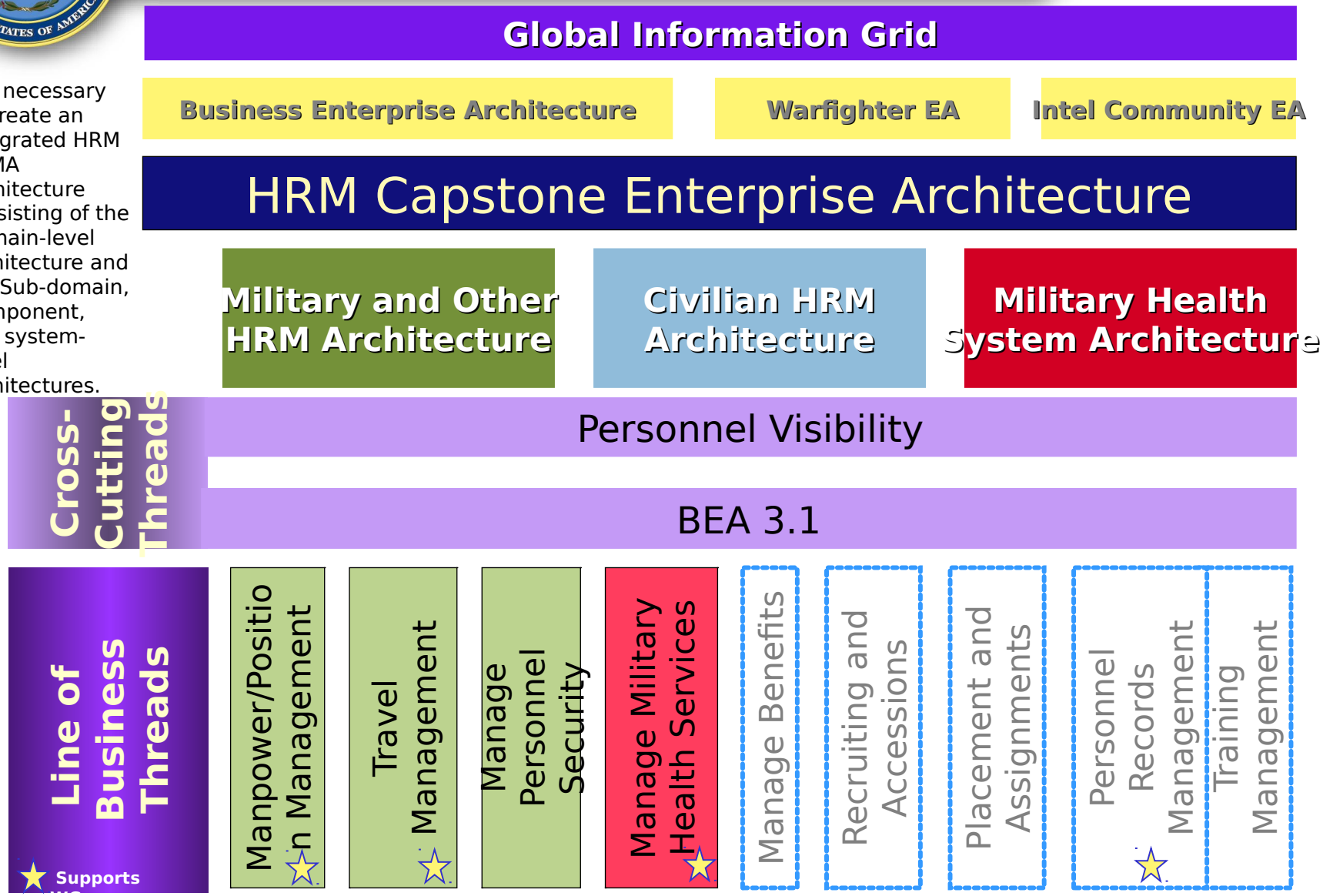
Civilian Human Resources Management ● Military Health System ● Military and Other Human Resources

Agenda

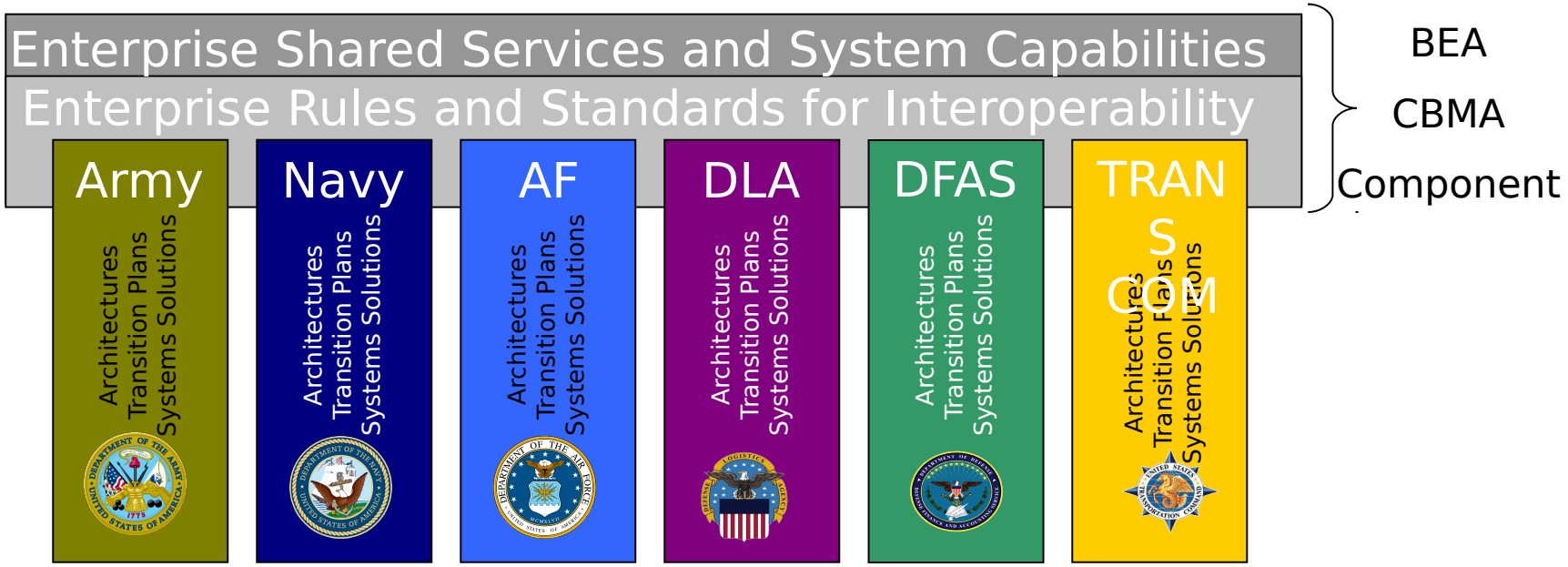
- Integration of Architectures
  - Context
- Tiered Accountability
- Benefits of Federation
- Federation Next Steps

Integration of Architectures

It is necessary to create an integrated HRM CBMA Architecture consisting of the Domain-level architecture and the Sub-domain, Component, and system-level architectures.



Tiered Accountability



Benefits of Federation

- Support investment decisions
- Identify gaps in the BEA and redundancy in program functionality
- Create traceability of system investments to strategic decisions
- Provide visibility of achieving business capabilities with all members of the Federation
- Create relationship between the “to-be/target” and “as-is/baseline” environments
- Establish the foundation for the interoperability and net-centricity for Components, CBMAs, and the Mission Areas
- Federate at the “seams” or “touchpoints” with Intelligence, Warfighter, and Enterprise Information Environment Architectures

Federation: Next Steps

- Phased approach using alignment to business capabilities as foundation
  - Explore options with stakeholders
  - Incorporate federated approach into future architecture releases
  - Identify issue areas for the HRM CBMA COI

Questions

- DoD Human Resources Management

HRM CBMA Contacts

Topic	
HRM CIO Topics	
HRM Architecture	
HRM CBMA Community of Interest (COI)	
Investment Review Board (IRB) ConOps Certification CBMA Topics	

SV-5: Operational Activity to System Function Matrix

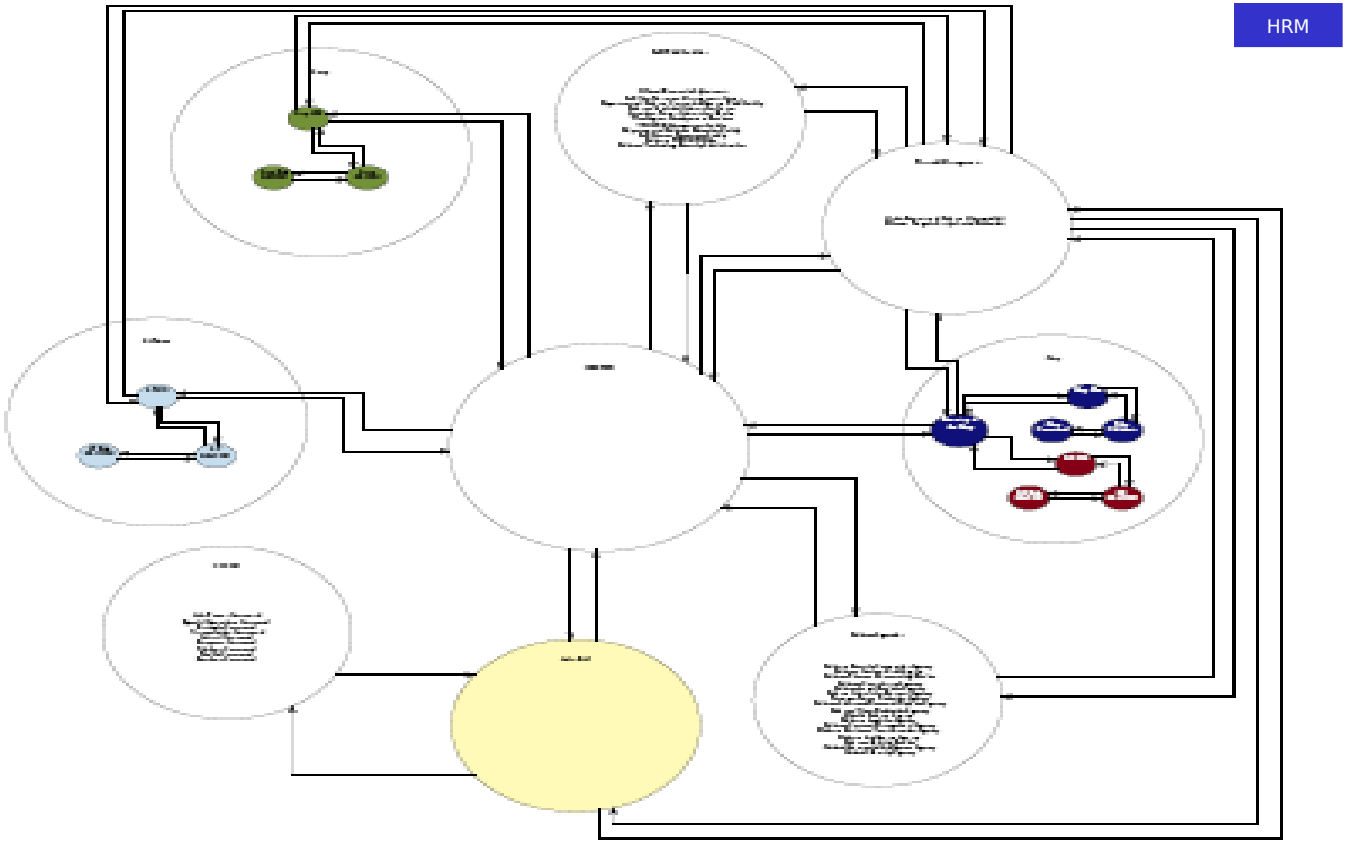
HRM

2			Manage Organization (A1.1)	Manage Organizational Structure (A1.1.1)	Establish Unit (A1.1.1.1)	Organize Unit (A1.1.1.2)	Maintain Organization Data (A1.1.1.3)	Designate Unit (A1.1.1.3.1)	Activate Unit (A1.1.1.3.2)	Inactivate Unit (A1.1.1.3.3)	Perform Workforce Planning and Programming (A1.1.2)	Perform Manpower Planning (A1.1.2.1)	Develop Policy and Procedure Guidance (A1.1.2.1.1)	Identify Missions (A1.1.2.1.2)	Determine Mission Requirements (A1.1.2.1.3)	Perform Manpower Programming (A1.1.2.2)	Validate Requirements (A1.1.2.2.1)	Prioritize Requirements (A1.1.2.2.2)	Perform Succession Planning (A1.1.2.2.3)	Determine Requirements to be Funded (A1.1.2.2.4)	Perform Workforce Budgeting (A1.1.3)	Perform Manpower Budgeting (A1.1.3.1)
192	1.9	**Perform Organizational Management (1.9)**	X																				
193	1.9.1	Maintain Organizational Structure (1.9.1)		X																			
194	1.9.1.1	Create Unit (1.9.1.1)			X																		
195	1.9.1.2	Update Unit Information (1.9.1.2)					X	X	X	X													
196	1.9.1.3	Build Organizational Structure (1.9.1.3)				X																	
197	1.9.2	Maintain Position (1.9.2)																					
198	1.9.2.1	Create Position (1.9.2.1)																					
199	1.9.2.2	Update Position Informaton (1.9.2.2)																					
200	1.9.3	Provide Manpower Workflow Capability (1.9.3)									X												
201	1.9.3.1	Calculate Manpower Requirement (1.9.3.1)										X											
202	1.9.3.1.1	Estimate Position Requirements (1.9.3.1.1)													X								
203	1.9.3.1.2	Send Position Requirements for Validation (1.9.3.1.2)																					
204	1.9.3.2	Validate Manpower Requirements (1.9.3.2)														X							
205	1.9.3.2.1	Validate Position Requirements (1.9.3.2.1)															X		X				
206	1.9.3.2.2	Send Validated Positions (1.9.3.2.2)																					
207	1.9.3.3	Calculate Budget Requirement (1.9.3.3)																			X		
208	1.9.3.3.1	Prioritize Validated Positions (1.9.3.3.1)																X					
209	1.9.3.3.2	Estimate Budget Requirements (1.9.3.3.2)																				X	X
210	1.9.3.3.3	Send Budget Requirements (1.9.3.3.3)																					
211	1.9.3.3.4	Receive Funding Allocation (1.9.3.3.4)																					
212	1.9.3.4	Authorize Manpower Requirements (1.9.3.4)																					
213	1.9.3.4.1	Allocate Funds (1.9.3.4.1)																					
214	1.9.3.4.2	Authorize Positions (1.9.3.4.2)																					
215	1.9.4	Maintain Manpower Information (1.9.4)																					
216	1.9.4.1	Maintain Program Objective Memorandum (1.9.4.1)																					
217	1.9.4.2	Maintain Manpower Document (1.9.4.2)																					
218	1.9.5	Process Manpower Data (1.9.5)																					

Manpower OV-1

HRM

Manpower OV-2 (Organizational Based)



Manpower OV-2 (Role Based)

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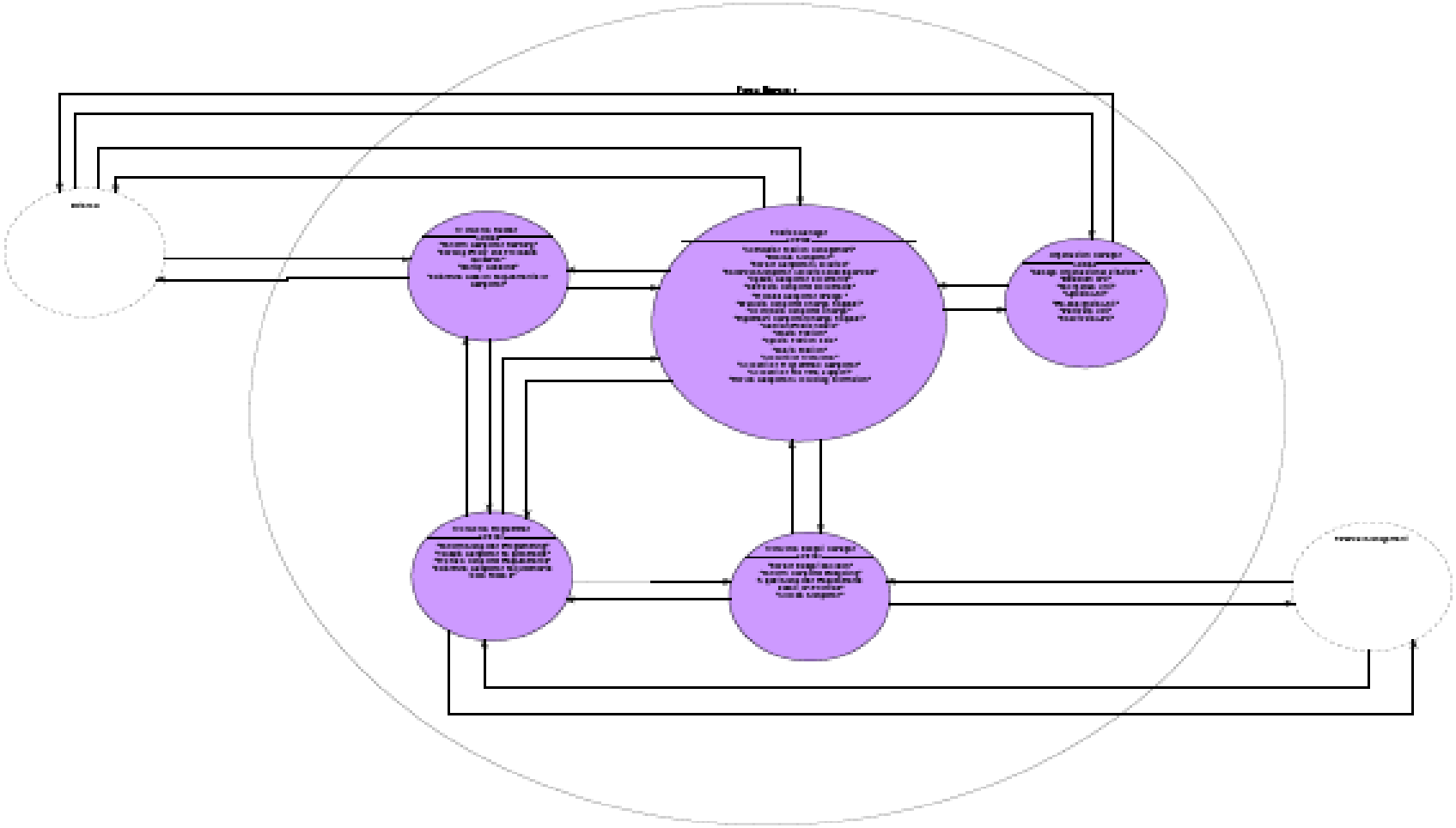


Manpower OV-3 (Organizational Based)

HRM

MANPOWER OV-3 (Organizational Based)

Heading	Information Exchange	Source Organization	Source Sub Organization	Source Activity	Destination Organization	Destination Sub Organization	Destination Activity	Media	Frequency	Classification	Rules
AIR FORCE											
1	Resource Ceiling	OSD	PBR	Planning	Air Force	HQ	Planning	Electronic	Yearly	classified	
2	Contingency Requirements	OSD	PBR	Planning	Air Force	HQ	Planning	Electronic	Yearly	classified	
3	Workload	Air Force	Sub MAJCOM	Position Management	Air Force	MAJCOM	Planning	Electronic	as required	both	
4	Strategic Planning Guidance	OSD	PBR	Planning	Air Force	HQ	Planning	Electronic	four years each	classified	
5	AF-Specific Planning Guidance	Air Force	HQ	Planning	Air Force	MAJCOM	Programming	Electronic	Yearly	classified	
6	AF Specific Planning Guidance	Air Force	MAJCOM	Planning	Air Force	Sub MAJCOM	Programming	Electronic	Yearly	classified	
7	Current Force Structure	All	All	Position Management	Air Force	HQ, MAJCOM, Sub MAJCOM	Programming	Electronic	as required	both	Exportthen MPES
8	Current Manpower Documents	Air Force	Sub MAJCOM	Position Management	Air Force	MAJCOM	Planning	Electronic	as required	both	Exportthen MPES
9	Current Manpower Documents	Air Force	MAJCOM	Position Management	Air Force	HQ	Planning	Electronic	as required	both	Exportthen MPES
10	Current Manpower Documents	Air Force	HQ	Position Management	OSD	All	Planning	Electronic	as required	both	Exportthen MPES
11	Unfunded Tasking Guidance	OSD	PBR	Planning	Air Force	HQ	Programming	Electronic	Yearly	classified	
12	Unfunded Program Objective Memorandum	Air Force	Sub MAJCOM	Planning	Air Force	MAJCOM	Programming	Electronic	Yearly	classified	
13	Program Objective Memorandum	Air Force	MAJCOM	Planning	Air Force	HQ	Programming	Electronic	four years each	classified	
14	Program Objective Memorandum	Air Force	HQ	Planning	OSD	PBR	Programming	Electronic	four years each	classified	
15	Budget Change Proposal	Air Force	MAJCOM	Planning	Air Force	HQ	Programming	Electronic	on occasion	classified	
16	Budget Change Proposal	Air Force	HQ	Planning	OSD	OUSDC	Programming	Electronic	on occasion	classified	
17	Program Change Proposal	Air Force	MAJCOM	Planning	Air Force	HQ	Programming	Electronic	on occasion	classified	
18	Program Change Proposal	Air Force	HQ	Planning	OSD	PBR	Programming	Electronic	on occasion	classified	
19	Manpower Estimate Report	Air Force	Sub MAJCOM	Planning	Air Force	MAJCOM	Programming	Electronic	as required	both	
20	Manpower Estimate Report	Air Force	MAJCOM	Planning	Air Force	HQ	Programming	Electronic	as required	both	
21	Manpower Estimate Report	Air Force	HQ	Planning	OSD	PBR	Programming	Electronic	as required	both	
22	Total Obligation Authority	OSD	OUSDC	Scanning	Air Force	HQ	Programming	Electronic	Yearly	both	
23	Budget Requirements	Air Force	HQ	Programming	OSD	OUSDC	external	Electronic	as a year	classified	Exportthen FYDP
24	Program Decision Memorandum	OSD	PBR	Programming	Air Force	HQ	Budgeting	Electronic	Yearly	classified	Exportthen FYDP and QD
25	Program Decision Memorandum	Air Force	HQ	Programming	Air Force	MAJCOM	Budgeting	Electronic	Yearly	classified	Exportthen FYDP and QD
26	Reclama	Air Force	HQ	Programming	Air Force Manpower Management	OUSDC	external	Electronic	Yearly or as required	both	
27	Program Budget Decision	OSD	PBR and OUSDC	Scanning	Air Force	HQ	Budgeting	Electronic	Yearly or as required	both	Exportthen FYDP and QD
28	Program Budget Decision	Air Force	HQ	Budgeting	Air Force	MAJCOM	Budgeting	Electronic	Yearly or as required	both	Exportthen FYDP and QD
29	Manpower Allocation	Air Force	HQ	Budgeting	Air Force	MAJCOM	Position Management	Electronic	as a year	classified	Exportthen MPES
30	Manpower Change Request	Air Force	Sub MAJCOM	Scanning	Air Force	MAJCOM	Position Management	Electronic	as required	both	Exportthen MPES
31	Manpower Review	AMC, AF-RE, AFRC, AF-MAJCOM, AF-SUBMAJCOM		Scanning	Air Force	Manpower Management	Position Management	Electronic	as required	both	
32	Manpower Allocation Discrepancies	Air Force	MAJCOM	Position Management	Air Force	HQ	Programming	any form	as a year	both	
33	Force Structure (both)	All	All	Position Management	Air Force	HQ, MAJCOM, Sub MAJCOM	external	Electronic	as required	classified	
34	Updated Manpower Documents	Air Force	Sub MAJCOM	Position Management	Air Force	MAJCOM	external	Electronic	as required	both	Exportthen MPES
35	Updated Manpower Documents	Air Force	MAJCOM	Position Management	Air Force	HQ	external	Electronic	as required	both	Exportthen MPES
36	Updated Manpower Documents	Air Force	HQ	Position Management	OSD	All	external	Electronic	as required	both	Exportthen MPES
37	Manpower Force Structure Change (top-down)	OSD	PBR	Scanning	Air Force	HQ	Position Management	any form	as required	both	
38	Manpower Force Structure Change (top-down)	Air Force	HQ	Scanning	Air Force	MAJCOM	Position Management	any form	as required	both	
39	Manpower Force Structure Change (top-down)	Air Force	MAJCOM	Scanning	Air Force	Sub MAJCOM	Position Management	any form	as required	both	
40	Organization Change Request (bottom-up)	Air Force	Sub MAJCOM	Scanning	Air Force	MAJCOM	Organization Management	any form	as required	both	
41	Organization Change Request (bottom-up)	Air Force	MAJCOM	Scanning	Air Force	HQ	Organization Management	any form	as required	both	
42	Position Change	Air Force	Sub MAJCOM	Organization Management	Air Force	MAJCOM	Position Management	any form	as required	both	
43	Position Change	Air Force	MAJCOM	Organization Management	Air Force	HQ	Position Management	any form	as required	both	
44	Manpower Information Request	All	any level	external	All	respective level	Accounting	Paper	as required	both	
45	C-130 Report	OSD	PBR and OUSDC	external	Air Force	any level	Accounting	Electronic	as required	both	
46	Manpower Reports	All	all levels	Accounting	Air Force	respective level	external	Electronic	as required	both	Exportthen FYDP or MPES

Manpower OV-3 (Role Based)

HRM

MANPOWER OV-3 (Role Based)

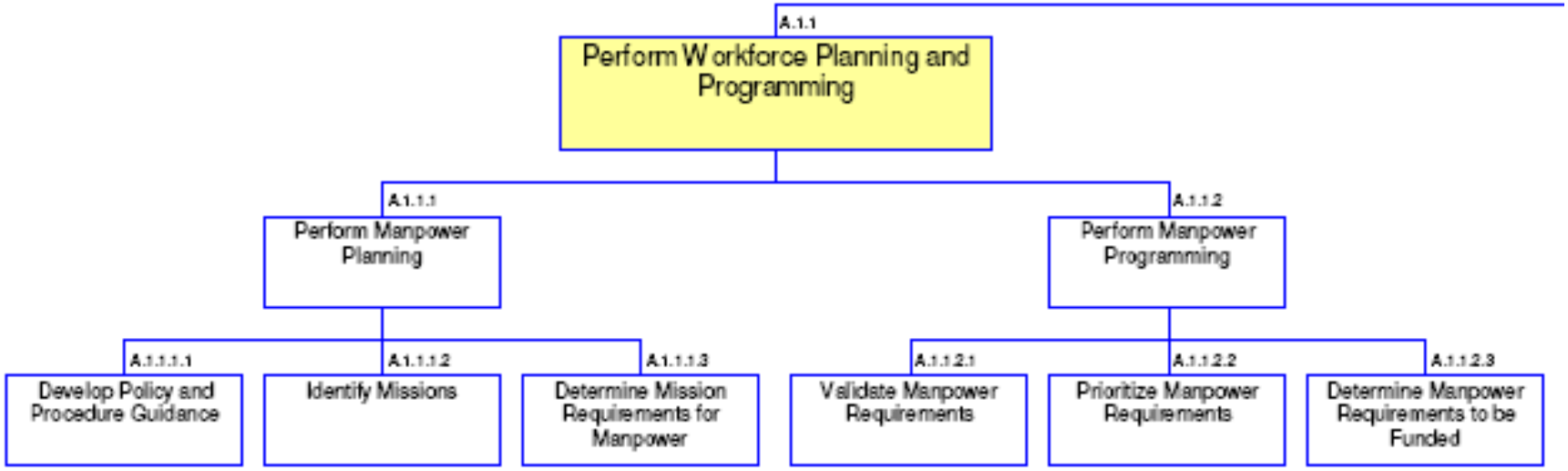
Needline	Information Exchange	Information Exchange Description	Source Operational Node	Source Sub Operational Node	Source Activity	Destination Operational Node	Destination Sub Operational Node	Destination Activity	Media	Frequency	Classification
1	Budget Requirements		Force Manager	Workforce Programmer	Perform Manpower Programmer	Financial Management	Financial Management	External	Electronic	2x a year	classified
2	Budget Requirements		Force Manager	Workforce Programmer	Perform Manpower Programmer	Force Manager	Position Manager	Administer Position Management	Electronic	2x a year	classified
3	Current Force Structure		Force Manager	Position Manager	Administer Position Management	Force Manager	Workforce Planner	Perform Manpower Planning	Electronic	as required	both
4	Current Force Structure		Force Manager	Position Manager	Administer Position Management	Force Manager	Organization Manager	Manage Organizational Structure	Electronic	as required	both
5	Current Manpower Documents		Force Manager	Position Manager	Administer Position Management	Force Manager	Workforce Planner	Perform Manpower Planning	Electronic	as required	both
6	Current Manpower Documents		Force Manager	Position Manager	Administer Position Management	Force Manager	Organization Manager	Manage Organizational Structure	Electronic	as required	both
7	Decision on POM		Force Manager	Workforce Programmer	Perform Manpower Programmer	Force Manager	Workforce Planner	Perform Manpower Planning	Electronic	on even years	classified
8	Force Structure		Force Manager	Organization Manager	Manage Organizational Structure	External	External	External	Electronic	as required	classified
9	Force Structure		Force Manager	Position Manager	Administer Position Management	External	External	External	any form	as required	classified
10	FYDP Reports		External	External	External	Force Manager	Position Manager	Account for Workforce	Electronic	as required	both
11	Geographic Requirements		External	External	External	Force Manager	Workforce Planner	Perform Manpower Planning	Electronic	yearly	classified
12	Input to Defense Planning Guidance		Force Manager	Workforce Planner	Perform Manpower Planning	Force Manager	Workforce Programmer	Perform Manpower Programmer	Electronic	yearly	classified
13	Input to Program Decision Memorandum (PDM)	PDM includes decision from requirements submitted and/or requirements submitted	Force Manager	Workforce Programmer	Perform Manpower Programmer	Force Manager	Workforce Budget Manager	Perform Manpower Budgeting	Electronic	yearly	classified
14	Input to Service Specific Planning Guidance		Force Manager	Workforce Planner	Perform Manpower Planning	Force Manager	Workforce Programmer	Perform Manpower Programmer	Electronic	yearly	classified
15	Manpower Allocation		Force Manager	Workforce Budget Manager	Perform Manpower Budgeting	Force Manager	Position Manager	Administer Position Management	Electronic	2x a year	classified
16	Manpower Allocation Discrepancies		Force Manager	Position Manager	Administer Position Management	Force Manager	Workforce Programmer	Perform Manpower Programmer	any form	2x a year	both
17	Manpower Change Request		External	External	External	Force Manager	Position Manager	Administer Position Management	Electronic	as required	both
18	Manpower Estimate Report		Force Manager	Workforce Planner	Perform Manpower Planning	Force Manager	Workforce Programmer	Perform Manpower Programmer	Electronic	as required	both
19	Manpower Information Request		External	External	External	Force Manager	Position Manager	Account for Workforce	letter	as required	both
20	Manpower Plans	Manpower plans that could change organizational structure	Force Manager	Workforce Planner	Perform Manpower Planning	Force Manager	Organization Manager	Manage Organizational Structure	Electronic	as required	both
21	Manpower Policies and Guidance	developing policies and procedure guidance	Force Manager	Workforce Planner	Perform Manpower Planning	External	External	External	Electronic	as required	both
22	Manpower Reports	reports include Manpower Accounting information	Force Manager	Position Manager	Account for Workforce	External	External	External	Electronic	as required	both
23	Mission/Force Structure Change		External	External	External	Force Manager	Organization Manager	Manage Organizational Structure	any form	as required	both
24	Official Directive		External	External	External	Force Manager	Position Manager	Administer Position Management	Electronic	as required	both
25	Organization Change Request		External	External	External	Force Manager	Organization Manager	Manage Organizational Structure	any form	as required	both
26	Organization Structure Changes	changes to the organizational structure need to be reported back up to the chain of command	Force Manager	Organization Manager	Manage Organizational Structure	External	External	External	any form	as required	both
27	Organizational Structure Changes	changes to the organizational structure can alter Manpower plans	Force Manager	Organization Manager	Manage Organizational Structure	Force Manager	Workforce Planner	Perform Manpower Planning	any form	as required	both
28	Organizational Structure Changes	changes to the organizational structure can change position information	Force Manager	Organization Manager	Manage Organizational Structure	Force Manager	Position Manager	Administer Position Management	any form	as required	both
29	Position Changes		Force Manager	Organization Manager	Manage Organizational Structure	Force Manager	Position Manager	Administer Position Management	any form	as required	both
30	Position Changes	changes to the position need to be reported back up to the chain of command	Force Manager	Position Manager	Administer Position Management	External	External	External	Electronic	as required	both
31	Position Changes	changes in position can cause changes in the organizational structure	Force Manager	Position Manager	Administer Position Management	Force Manager	Organization Manager	Manage Organizational Structure	any form	as required	both
32	Position Changes	update to position might need reprogramming	Force Manager	Position Manager	Administer Position Management	Force Manager	Workforce Programmer	Perform Manpower Programmer	any form	as required	both
33	Position Changes	update to position might need rebidding	Force Manager	Position Manager	Administer Position Management	Force Manager	Workforce Budget Manager	Perform Manpower Budgeting	any form	as required	both

Manpower OV-5 (Node Tree)

HRM

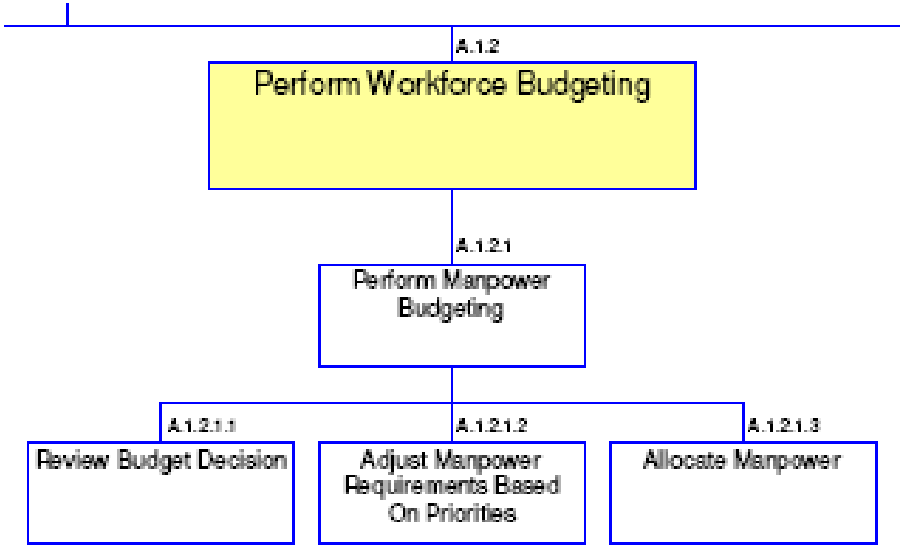
Manpower OV-5 (2rd Level Decomposition)

HRM



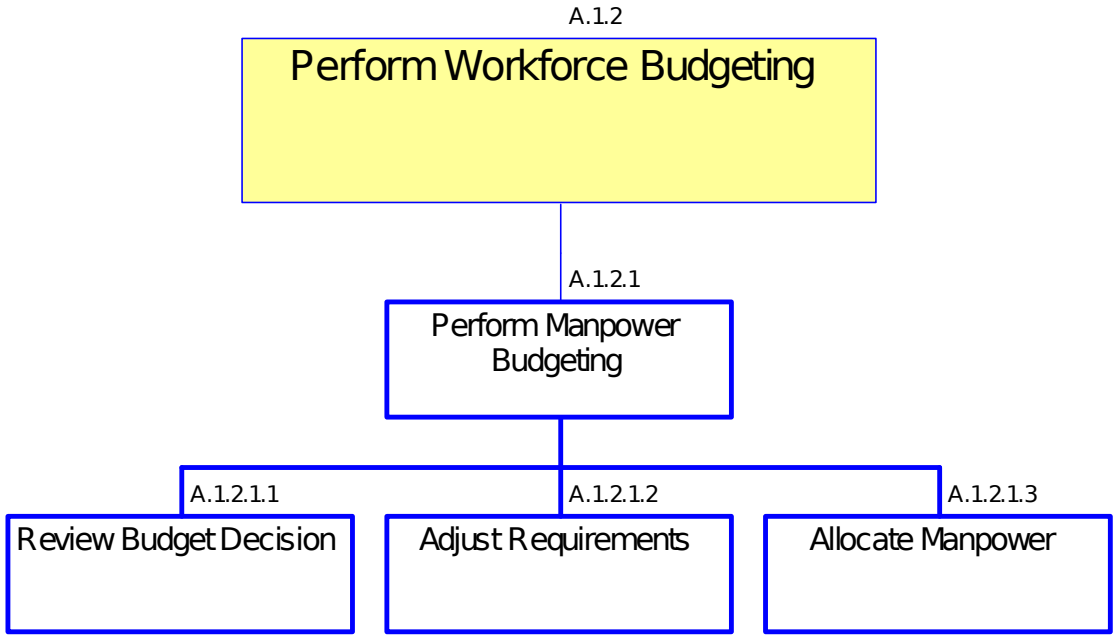
Manpower OV-5 (2rd Level Decomposition)

HRM



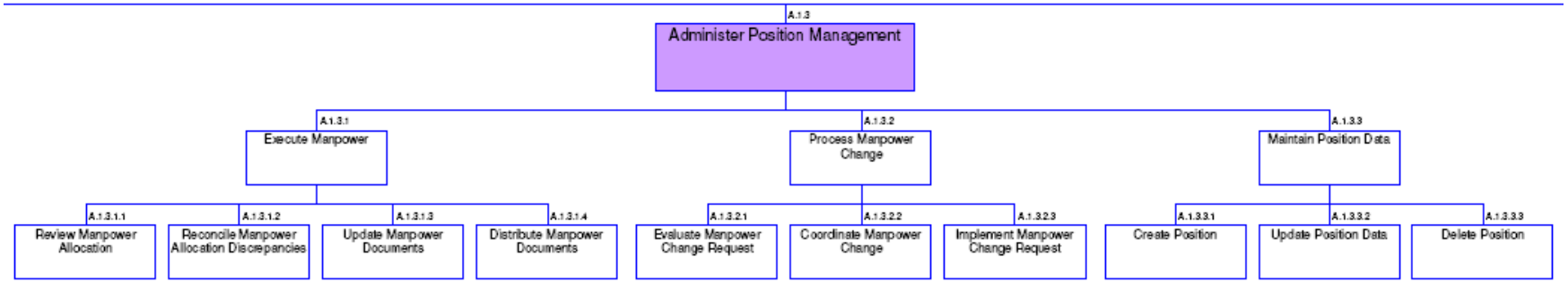
Manpower OV-5 (2rd Level Decomposition)

HRM



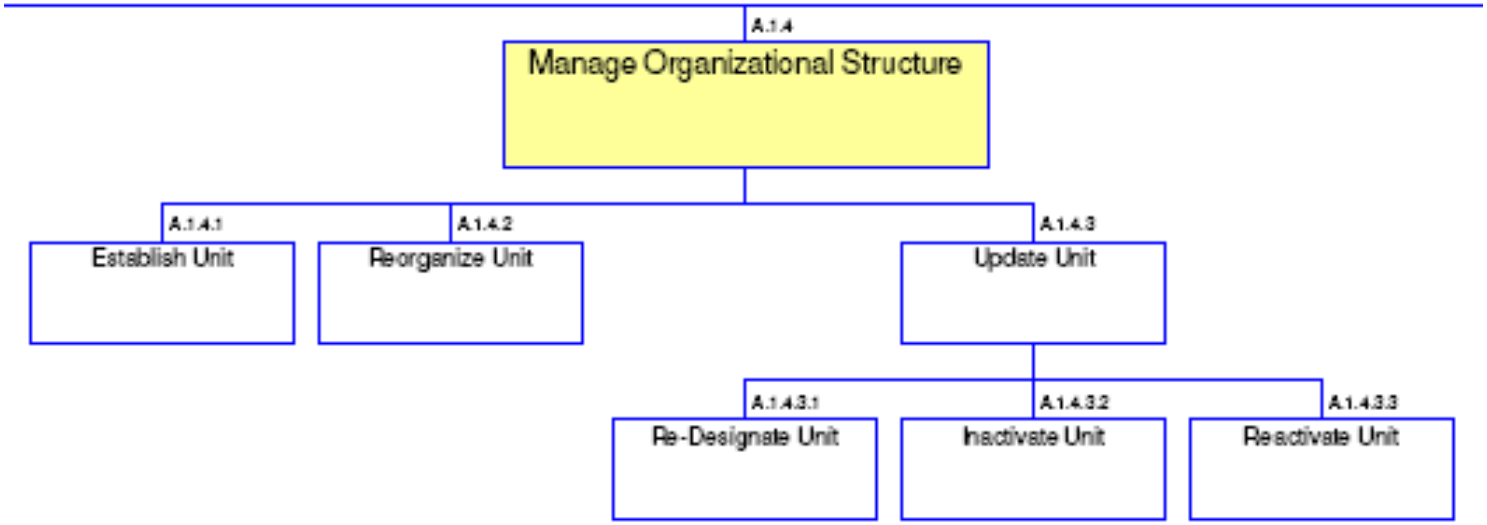
Manpower OV-5 (2rd Level Decomposition)

HRM



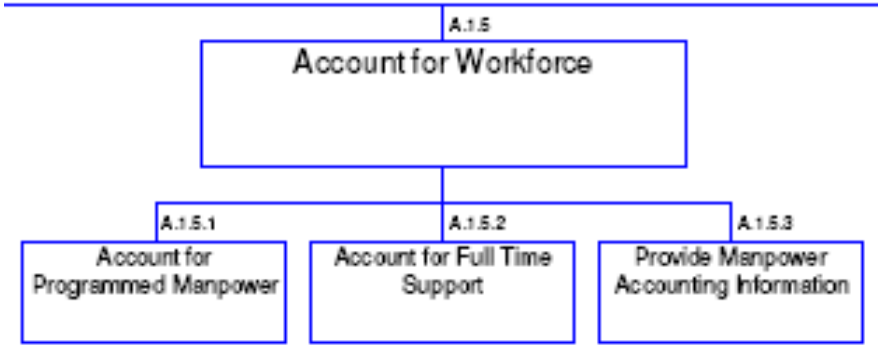
Manpower OV-5 (2rd Level Decomposition)

HRM



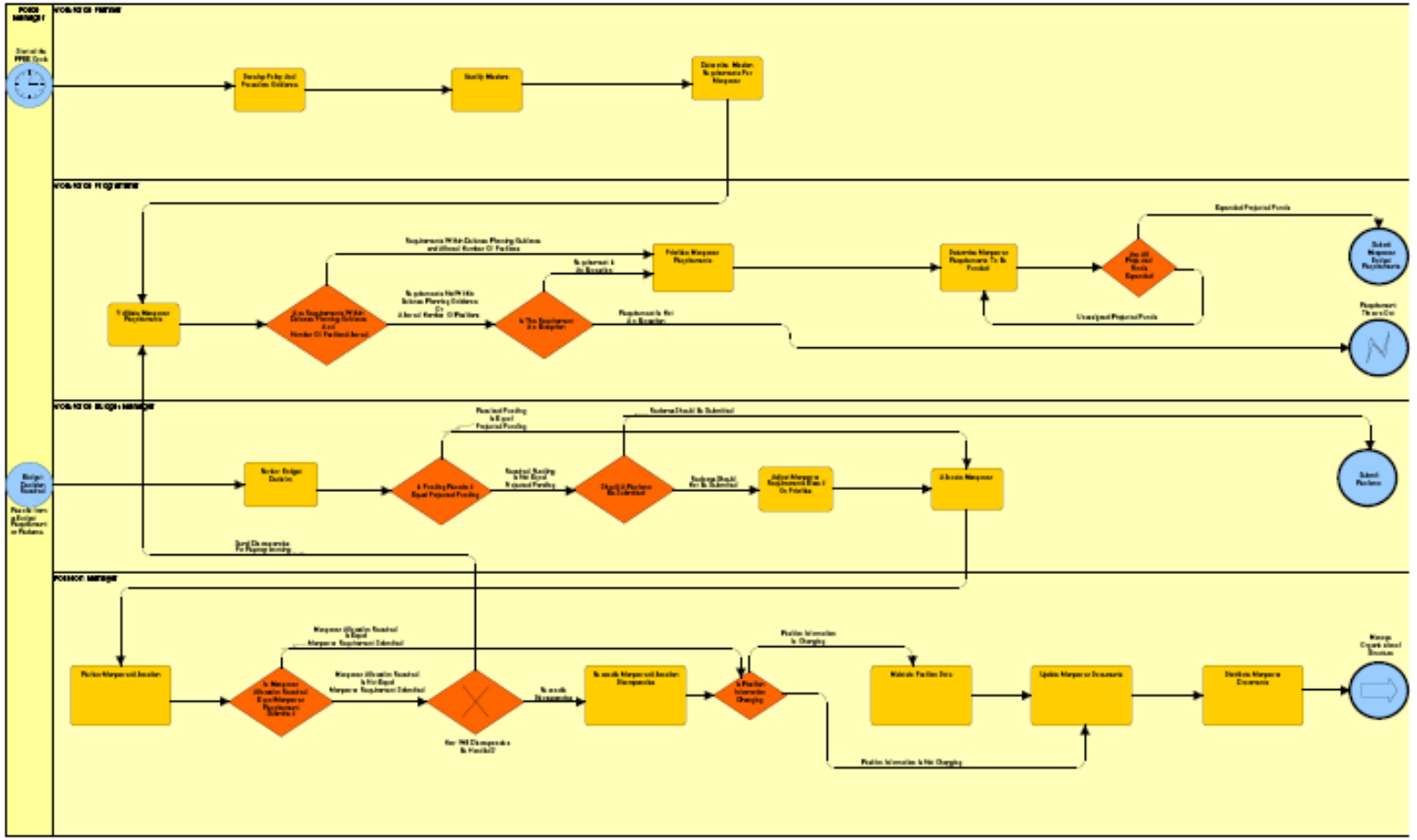
Manpower OV-5 (2rd Level Decomposition)

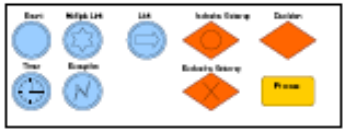
HRM



Manpower OV-6c (PPBE Only)

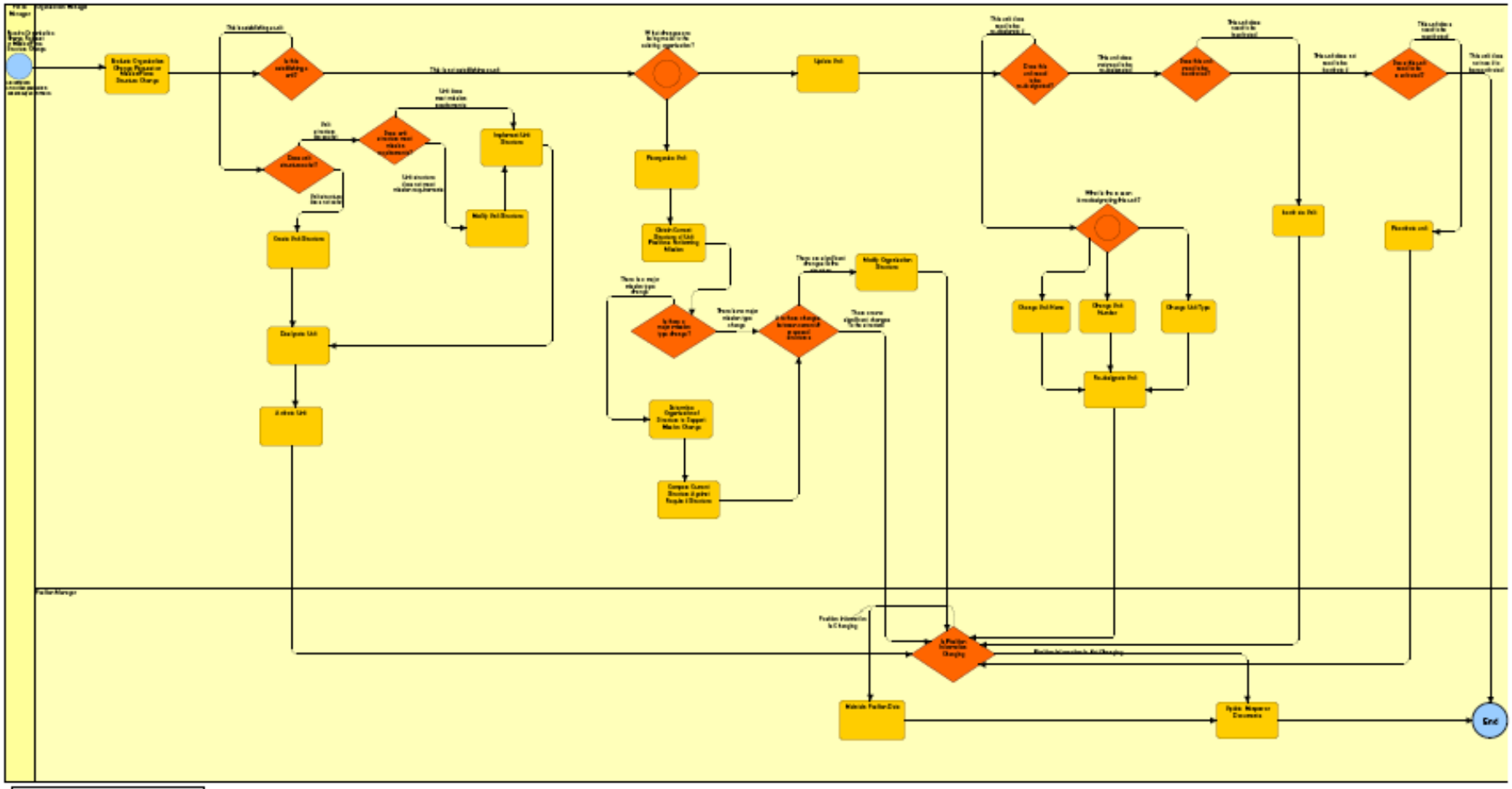
HRM





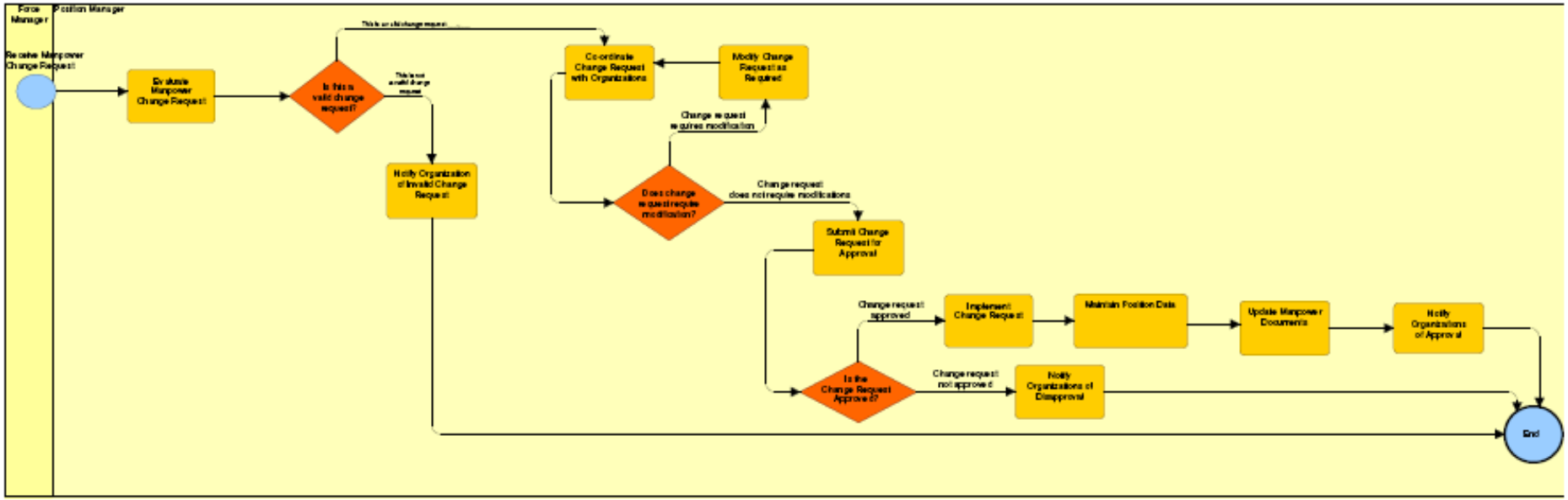
Manpower OV-6c (Organizational Structure)

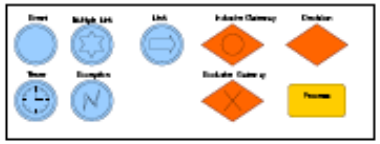
HRM



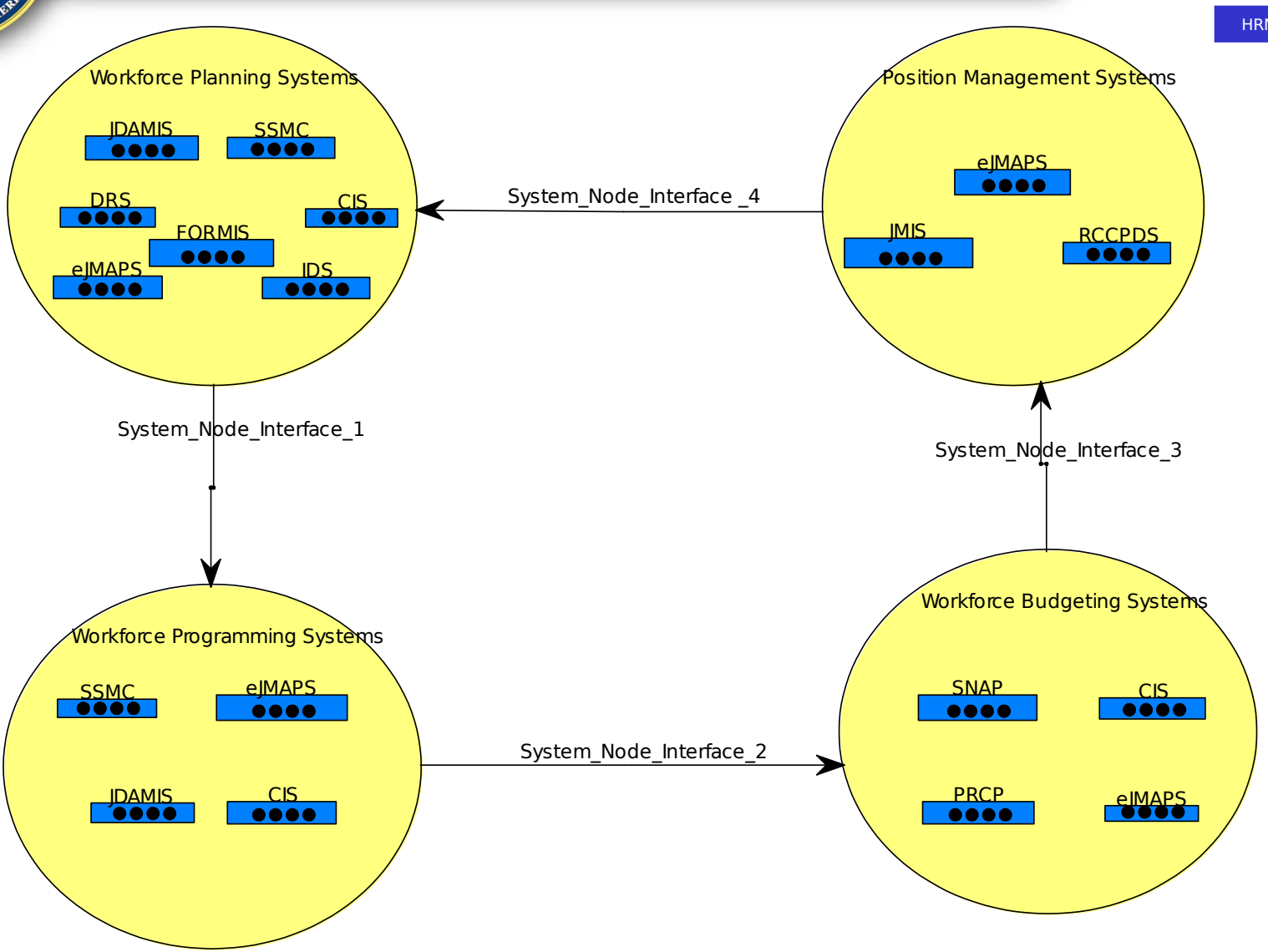
Manpower OV-6c (Manpower Change)

HRM

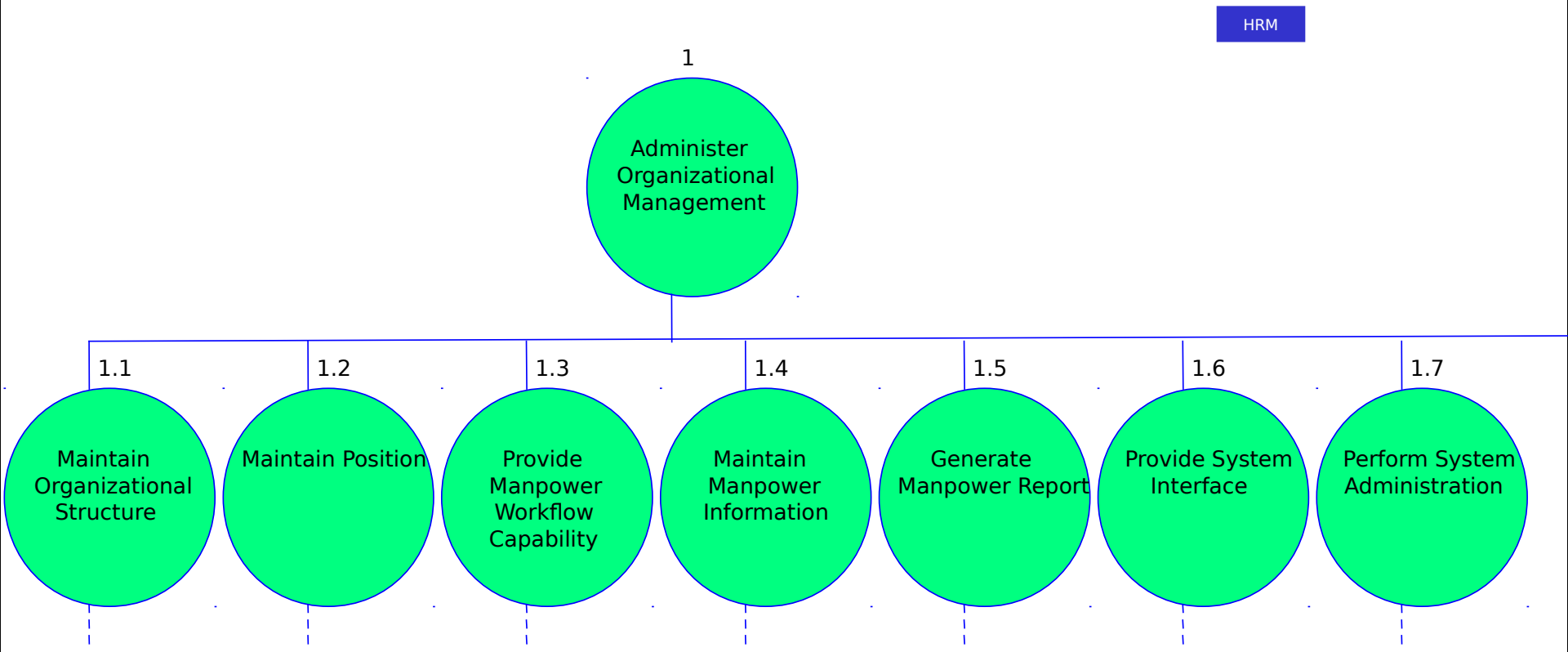

Force Manager
Position Manager
Receive Manpower Change Request
Evaluate Manpower Change Request
Is this a valid change request?
This is not a valid change request
Notify Organization of Invalid Change Request
This is a valid change request
Co-ordinate Change Request with Organizations
Modify Change Request as Required
Change request requires modification
Does change request require modification?
Change request does not require modifications
Submit Change Request for Approval
Change request approved
Implement Change Request
Maintain Position Data
Update Manpower Documents
Notify Organizations of Approval
Is the Change Request Approved?
Change request not approved
Notify Organizations of Disapproval
End



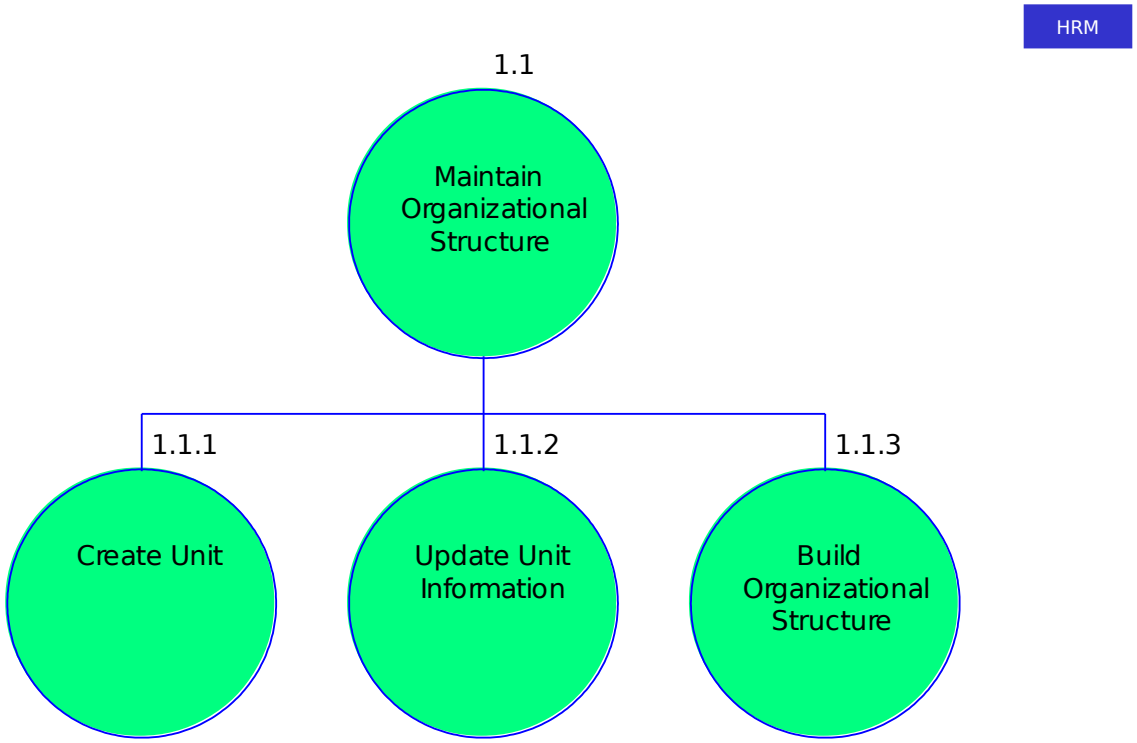
Manpower SV-1(Joint Staff Systems Only)



Manpower SV-4 (1st Level Decomposition)

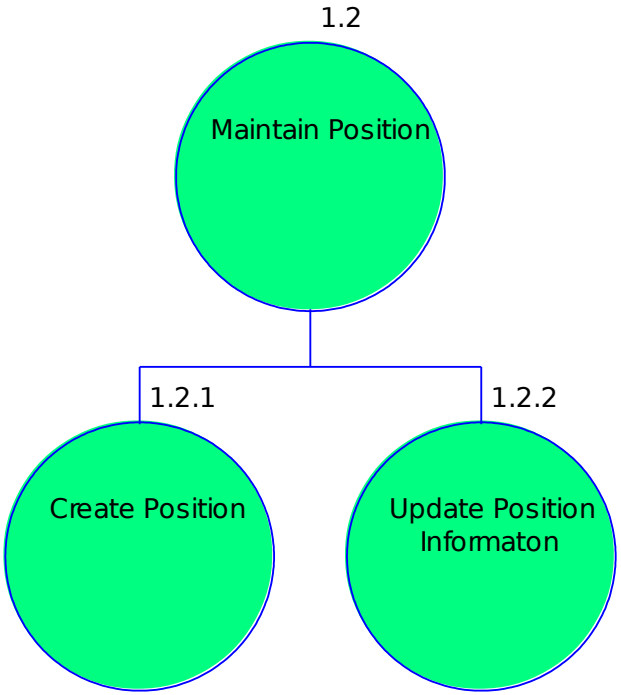


Manpower SV-4 (2nd Level Decomposition)

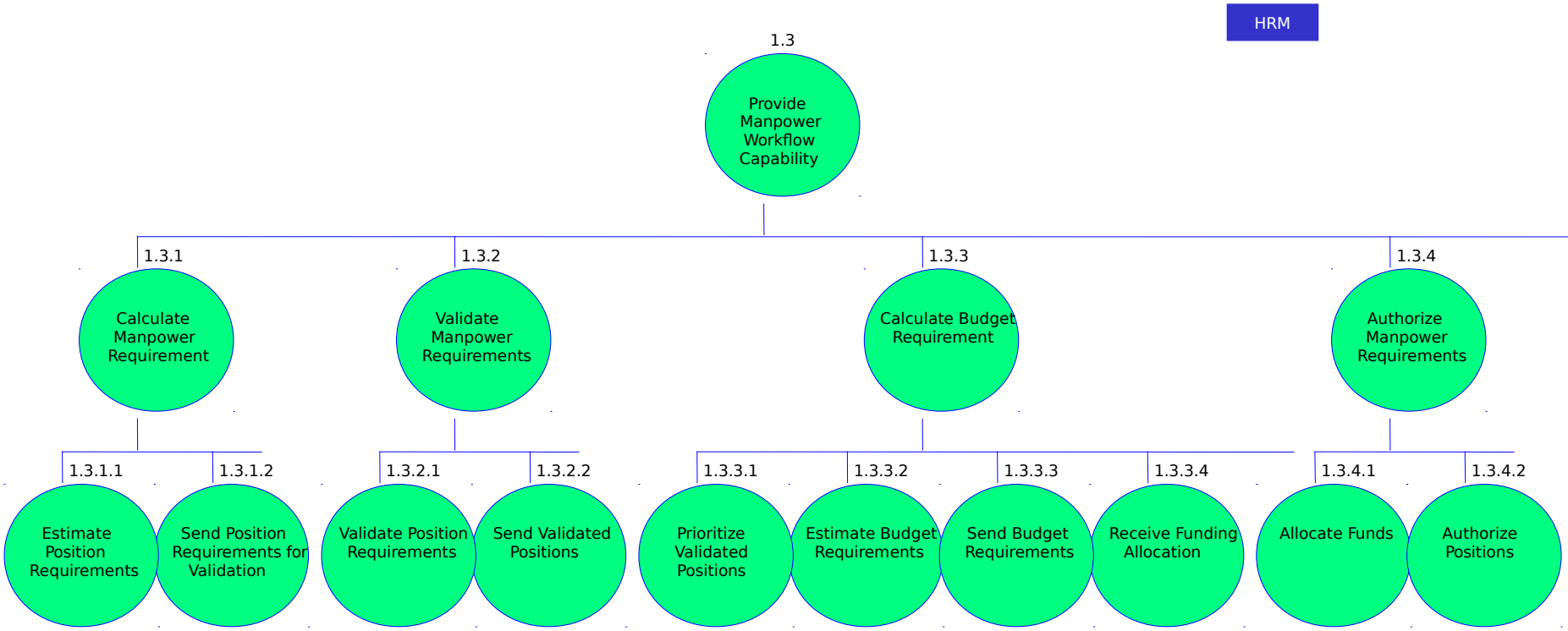


Manpower SV-4 (2nd Level Decomposition)

HRM



Manpower SV-4 (2nd Level Decomposition)



Manpower SV-4 (2nd Level Decomposition)

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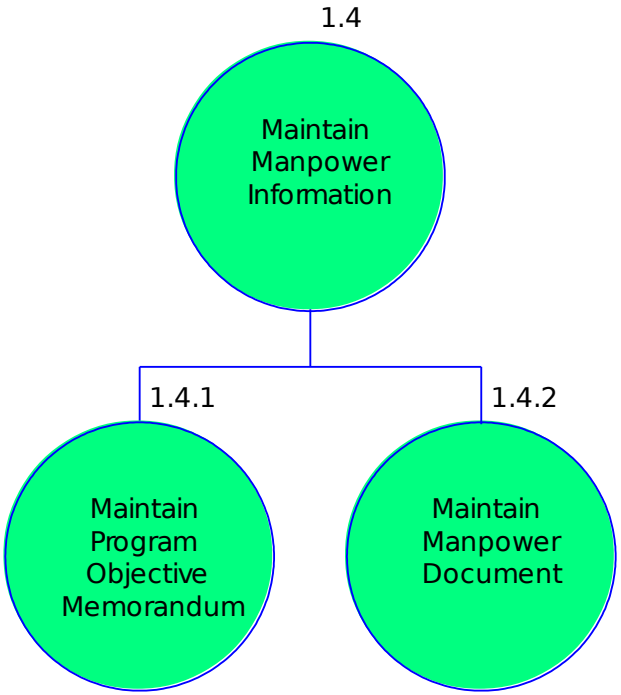
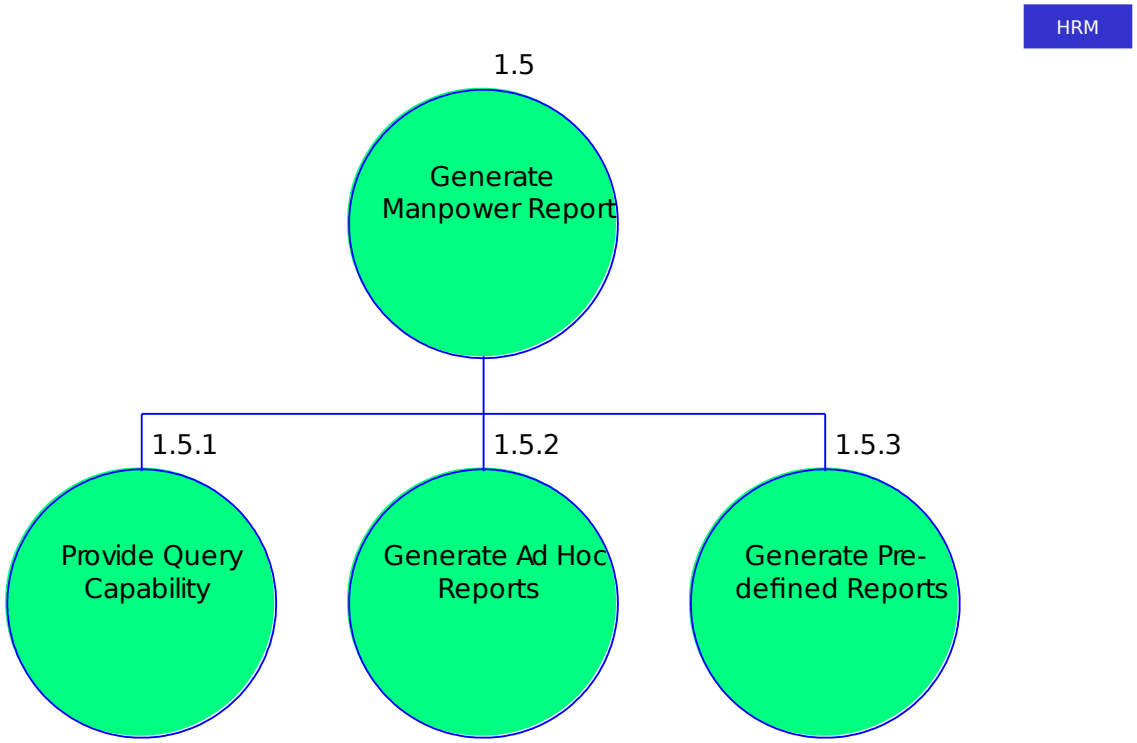


Manpower SV-4 (2nd Level Decomposition)



Manpower SV-4 (2nd Level Decomposition)

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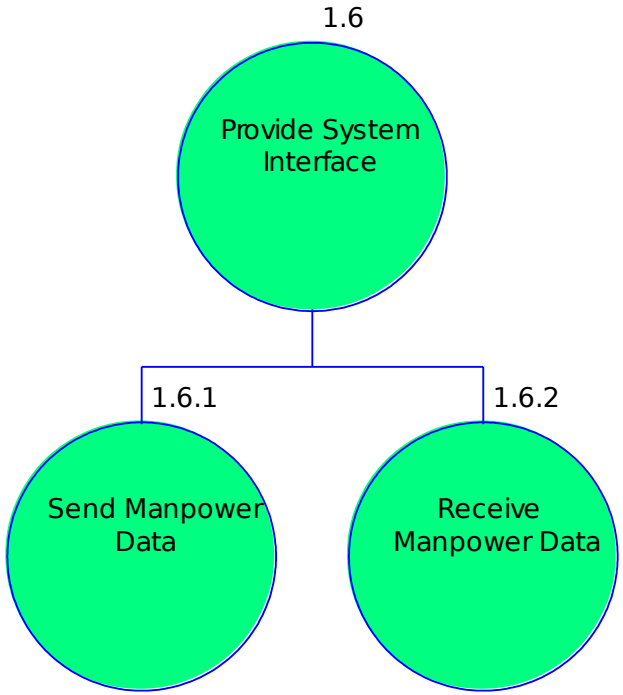

Manpower SV-4 (2nd Level Decomposition)

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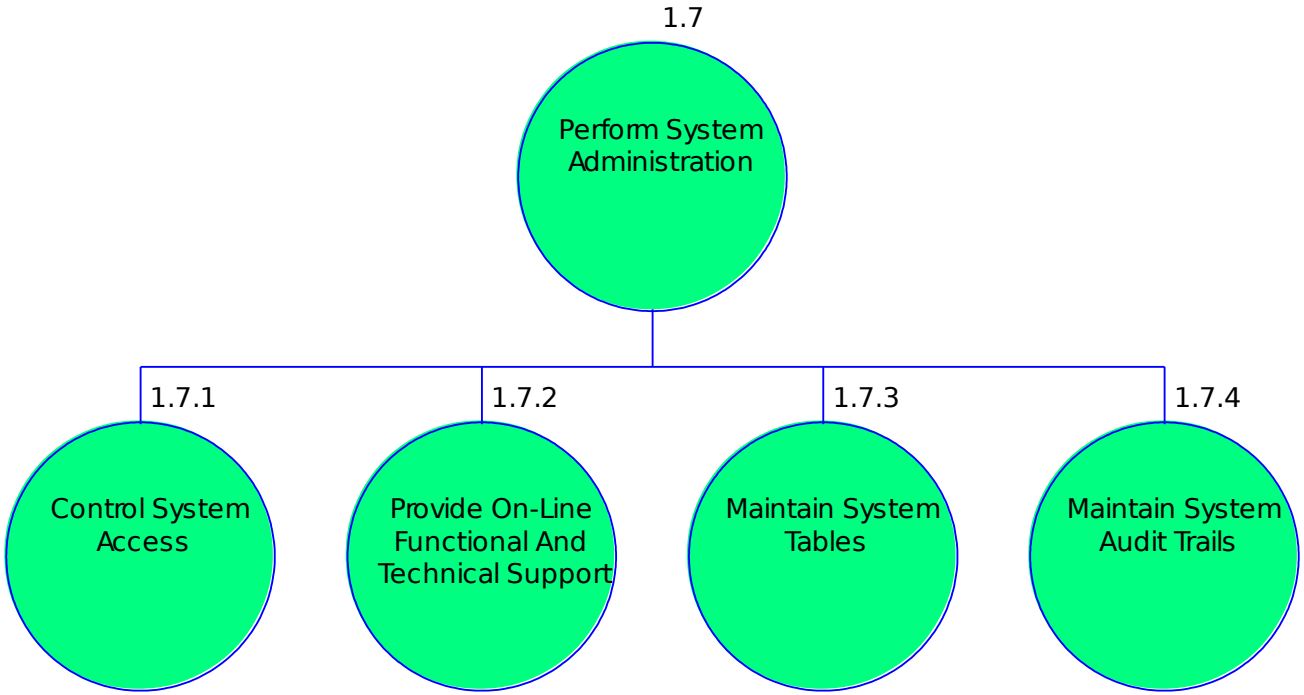
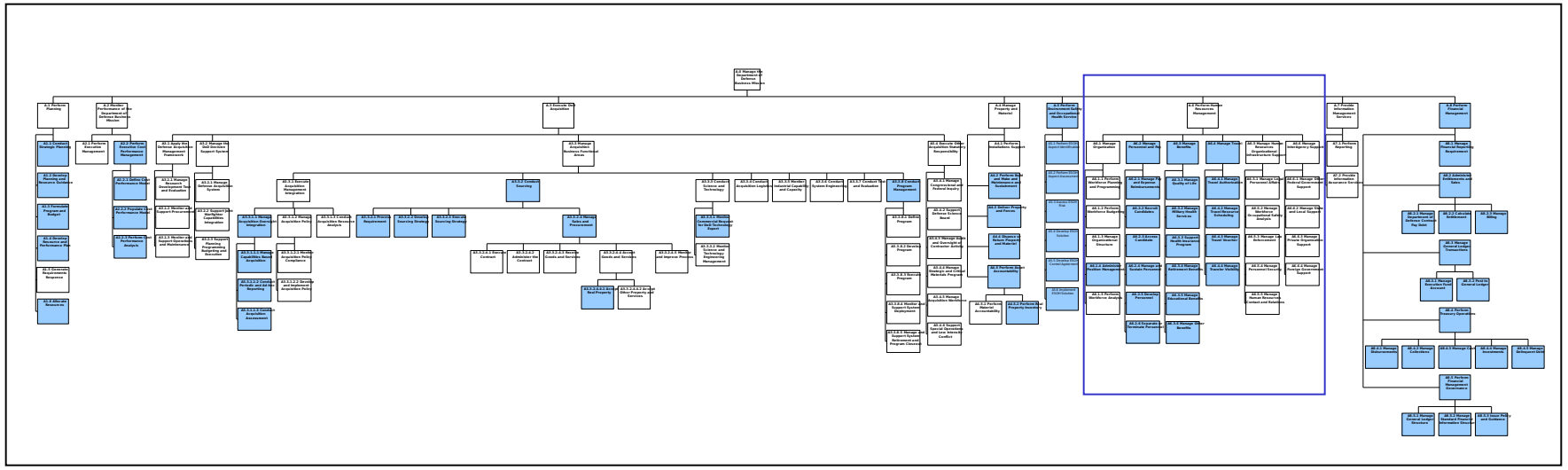


Department of Defense – Human Resources Management

BEA OV-5

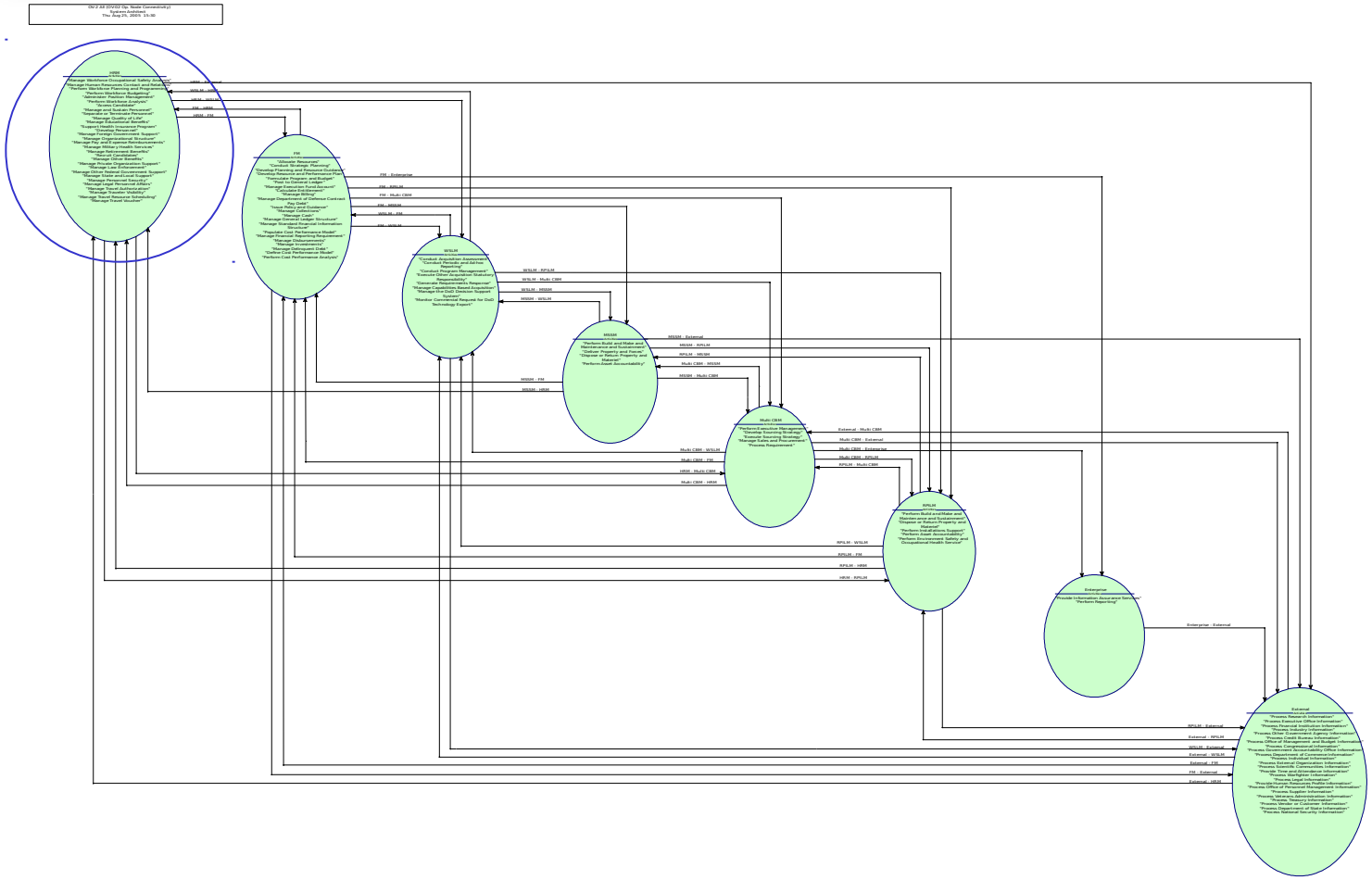
HRM



Department of Defense – Human Resources Management

BEA OV-2

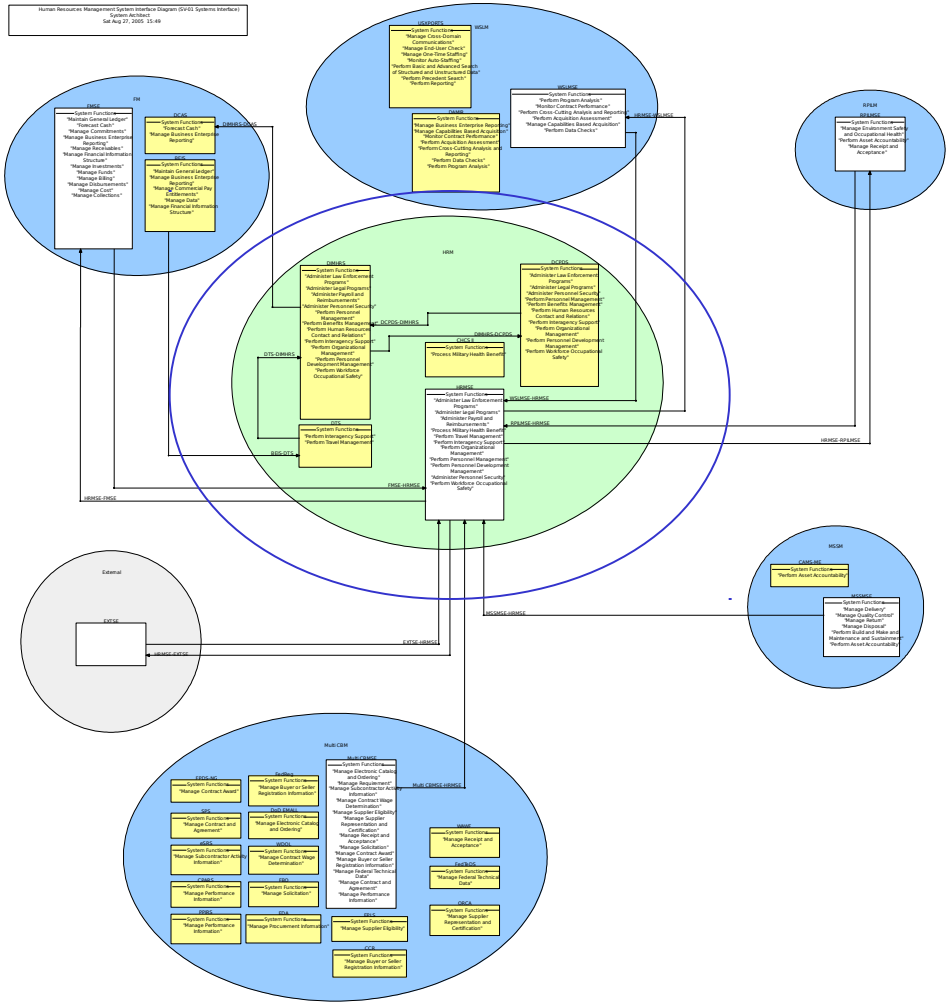
HRM



Department of Defense – Human Resources Management

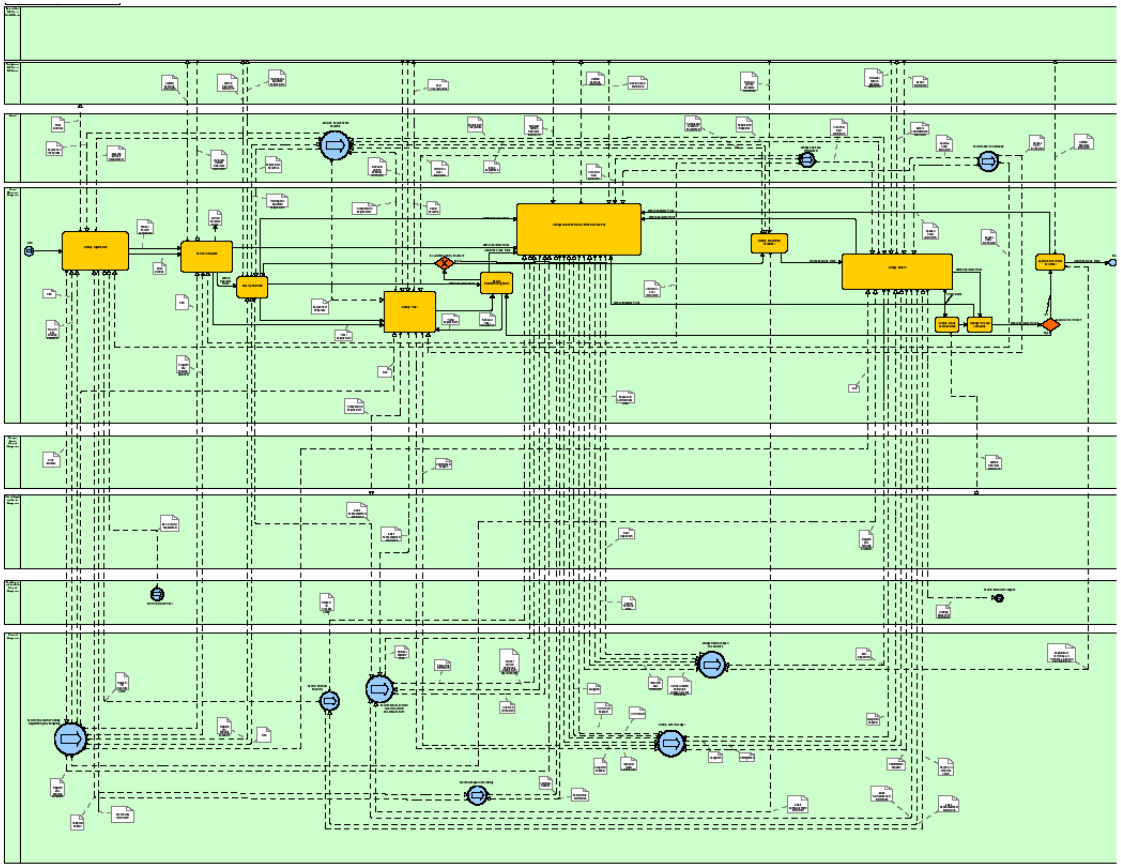
BEA SV-1

HRM



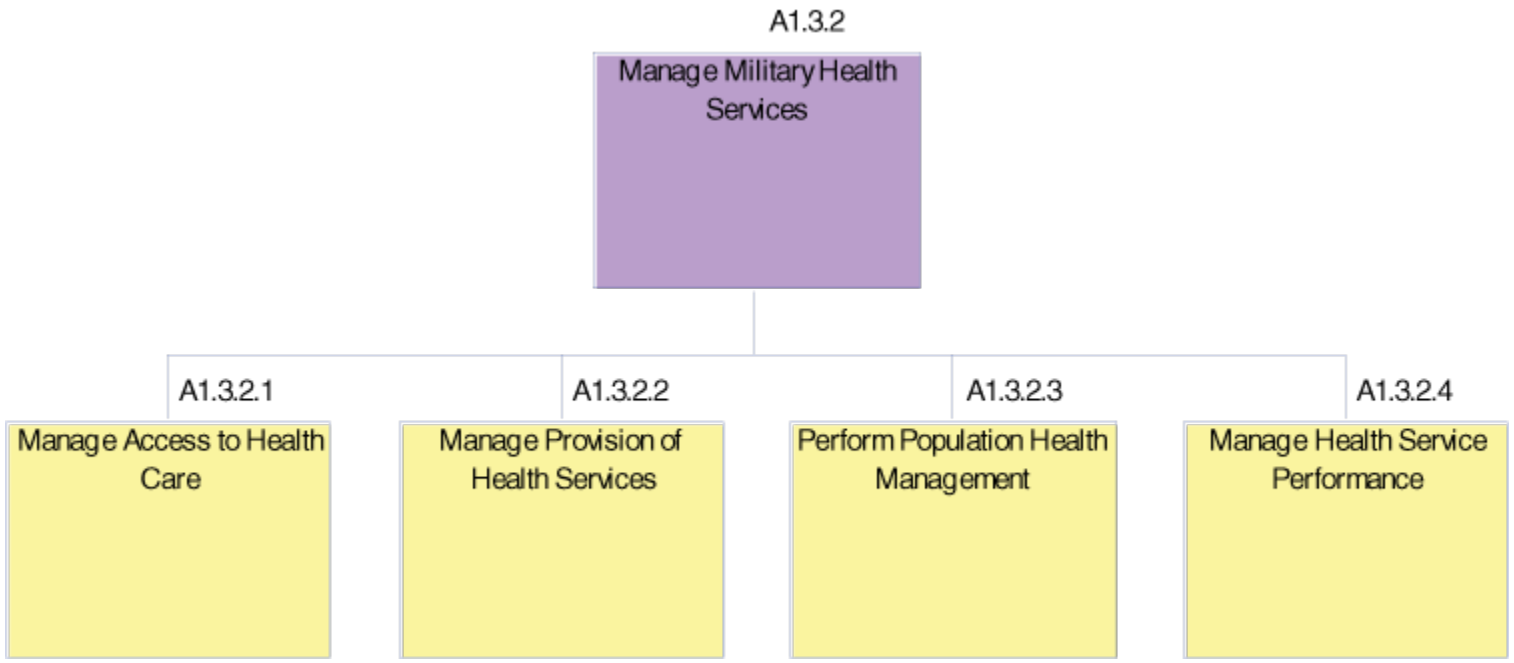
BEA OV-6c

HRM



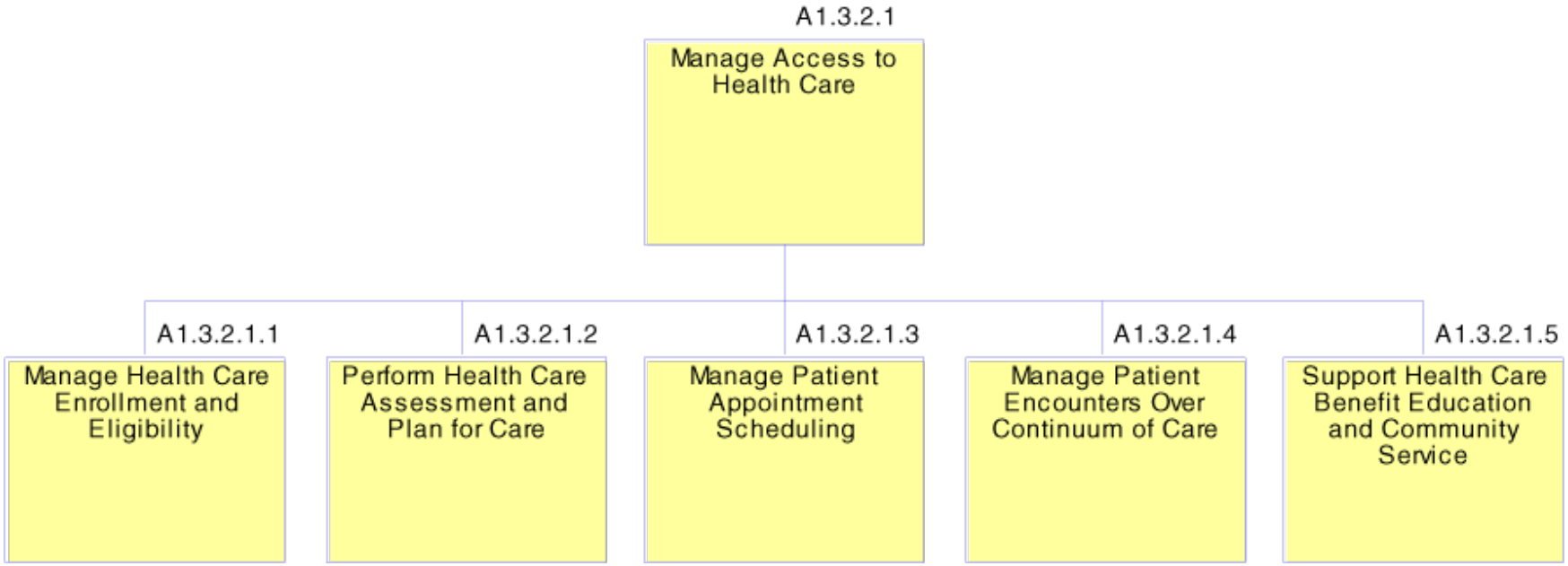
MHS OV-5 (Top Level)

HRM



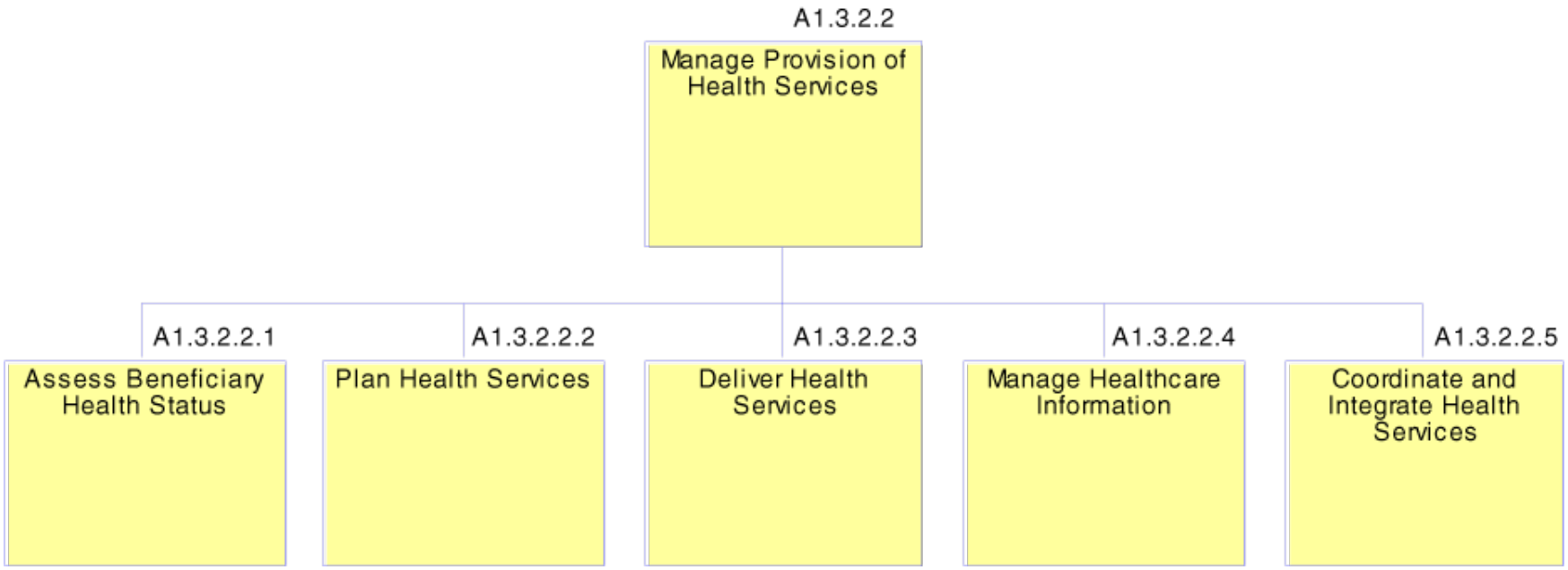
MHS OV-5 (Manage Access to Health Care)

HRM



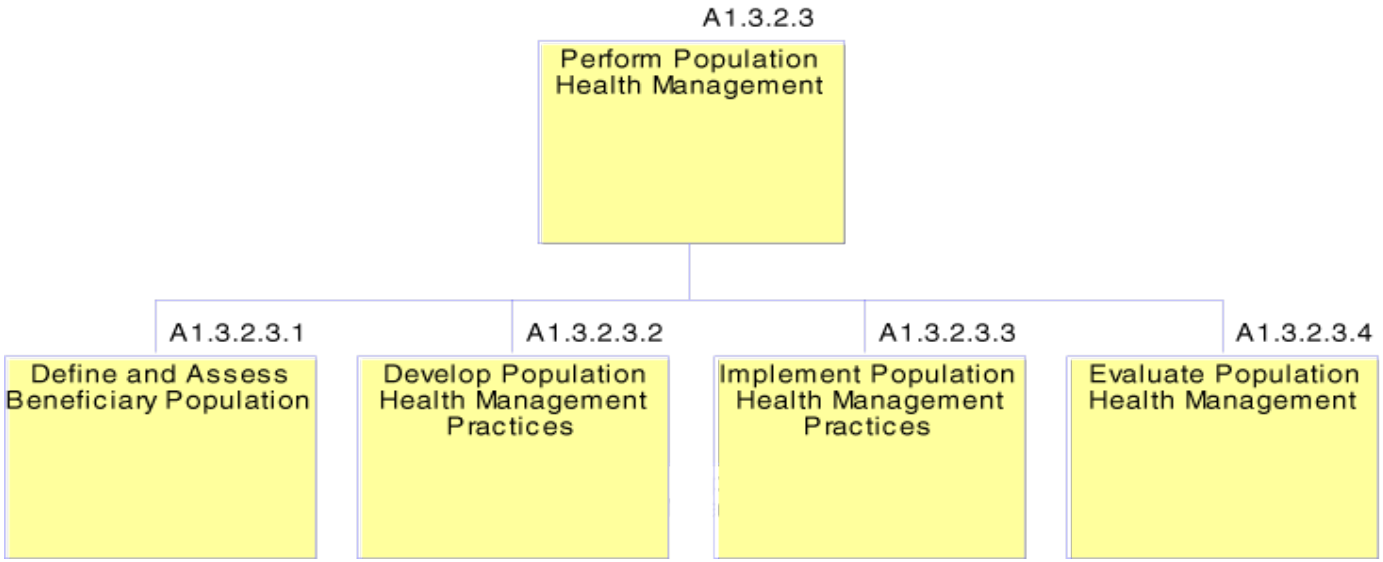
MHS OV-5 (Manage Provision of Health Care Services)

HRM



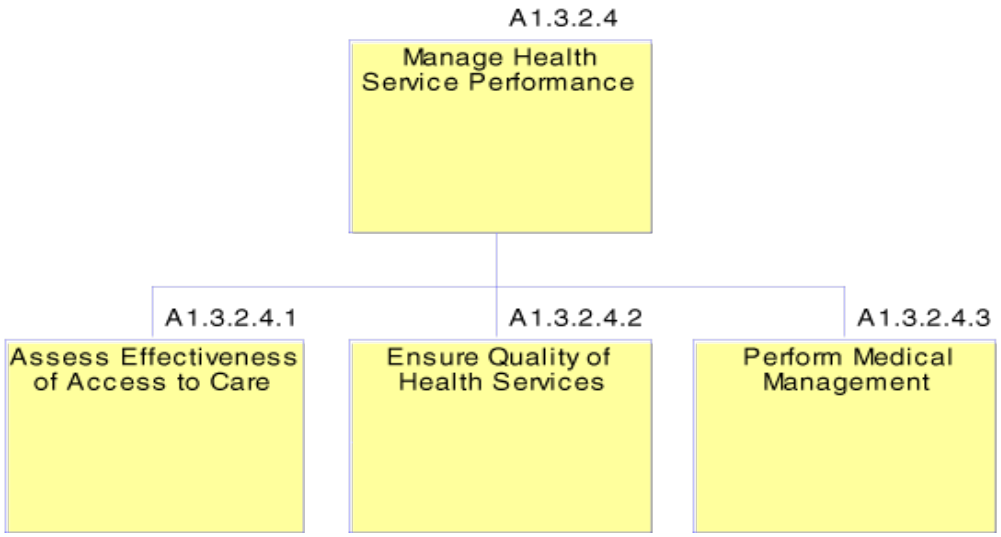
MHS OV-5 (Perform Population Health Management)

HRM



MHS OV-5 Manage Health Service Performance)

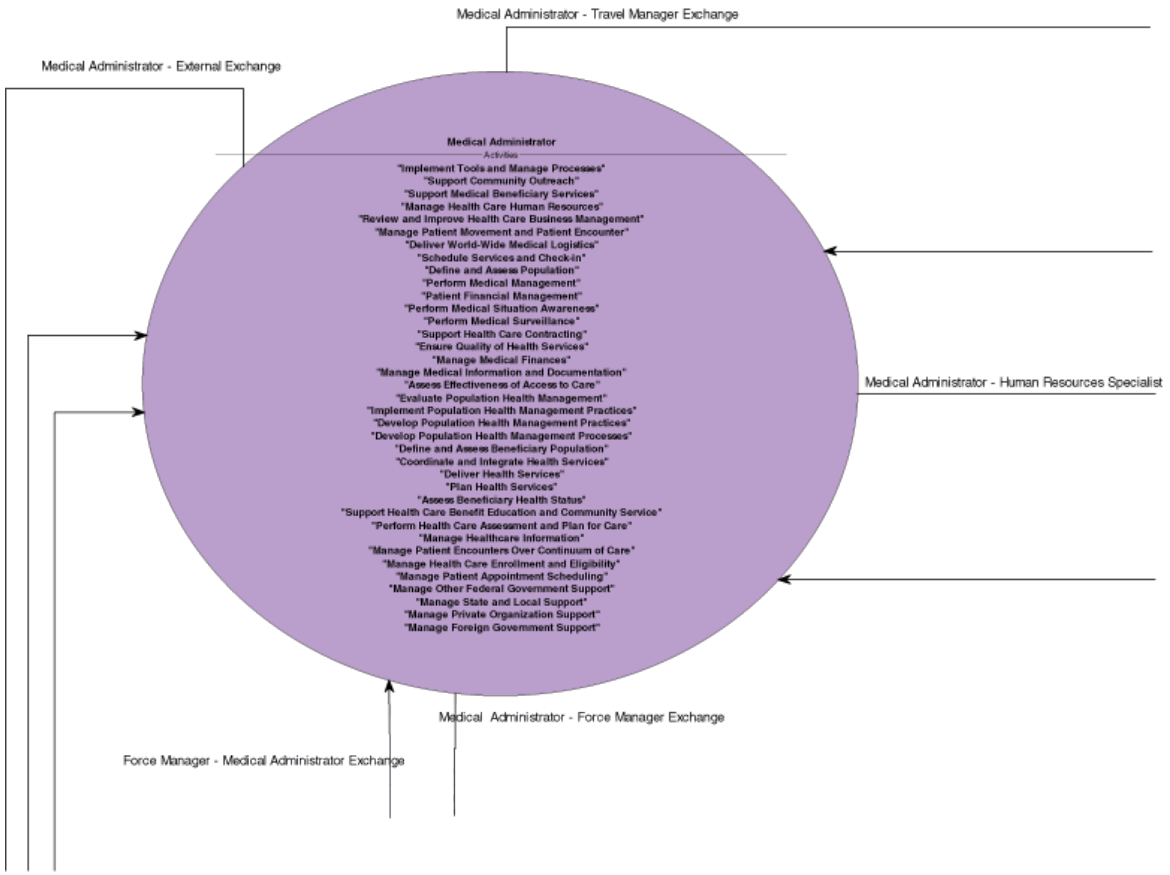
HRM



Department of Defense – Human Resources Management

MHS OV-2

HRM


Medical Administrator - Travel Manager Exchange
Medical Administrator - External Exchange
Medical Administrator
Activities
"Implement Tools and Manage Processes"
"Support Community Outreach"
"Support Medical Beneficiary Services"
"Manage Health Care Human Resources"
"Review and Improve Health Care Business Management"
"Manage Patient Movement and Patient Encounter"
"Deliver World-Wide Medical Logistics"
"Schedule Services and Check-in"
"Define and Assess Population"
"Perform Medical Management"
"Patient Financial Management"
"Perform Medical Situation Awareness"
"Perform Medical Surveillance"
"Support Health Care Contracting"
"Ensure Quality of Health Services"
"Manage Medical Finances"
"Manage Medical Information and Documentation"
"Assess Effectiveness of Access to Care"
"Evaluate Population Health Management"
"Implement Population Health Management Practices"
"Develop Population Health Management Practices"
"Develop Population Health Management Processes"
"Define and Assess Beneficiary Population"
"Coordinate and Integrate Health Services"
"Deliver Health Services"
"Plan Health Services"
"Assess Beneficiary Health Status"
"Support Health Care Benefit Education and Community Service"
"Perform Health Care Assessment and Plan for Care"
"Manage Healthcare Information"
"Manage Patient Encounters Over Continuum of Care"
"Manage Health Care Enrollment and Eligibility"
"Manage Patient Appointment Scheduling"
"Manage Other Federal Government Support"
"Manage State and Local Support"
"Manage Private Organization Support"
"Manage Foreign Government Support"
Medical Administrator - Human Resources Specialist
Medical Administrator - Force Manager Exchange
Force Manager - Medical Administrator Exchange

Department of Defense – Human Resources Management

MHS OV-3

HRM

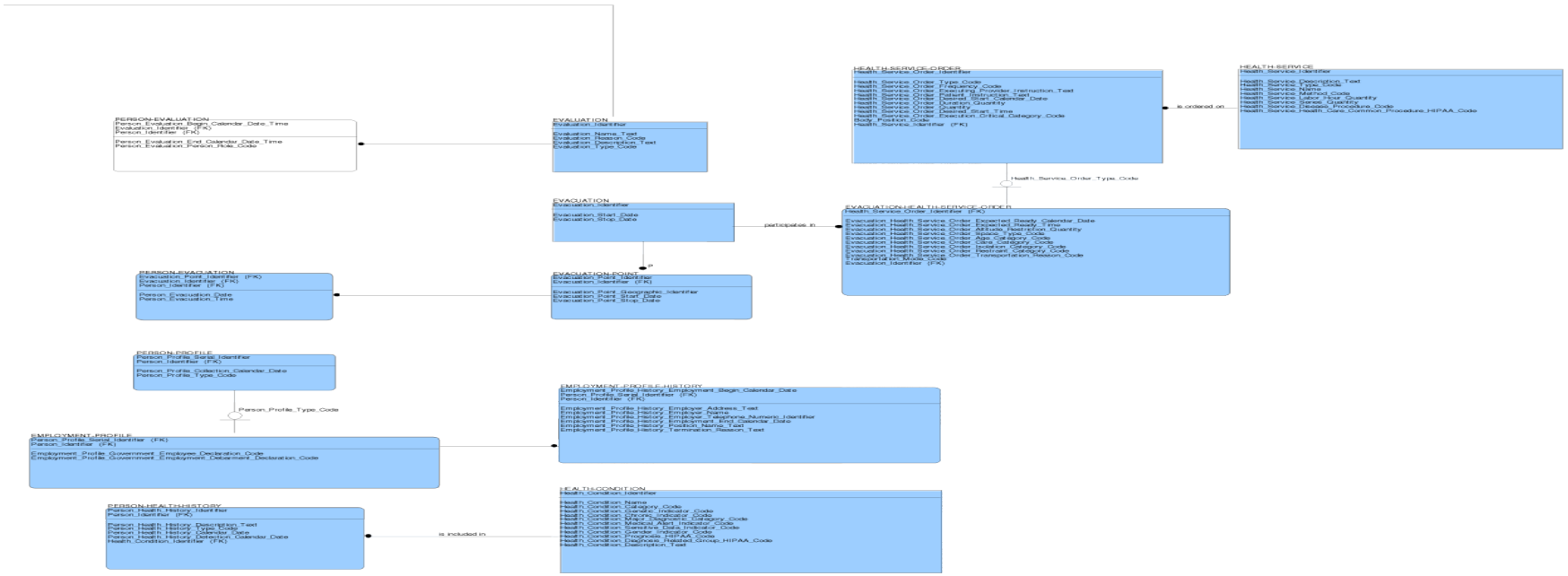
Human Resources Management Information Exchange Matrix (OV-3)

Need Line	Information Exchange Name	Information Exchange Description	Source Node	Source Activity	Destination Node	Destination Activity	Transaction Type	Triggering Event	*Classification	Criticality	Periodicity	Timeliness	Data Entities
Medical Administrator - External	Beneficiary Financial/ Demographic Data (dental)	Beneficiary financial and demographic data used to support enrollment and eligibility into a Health Insurance Program.	Medical Administrator	Manage Private Organizations Support	External	External Activity	Data		FOUO	Activity Critical	Event-Driven	Minutes - Days	Beneficiary_Demographic_Data
Medical Administrator - External (CDC)	Disease Outbreak Information	Information relating to the near real-time surveillance of clinical indicators for outbreak signal detection of disease patterns, as well as for chemical/biological exposure. Includes an aggregated analysis and reporting of such data elements as individual demographic data; medical signs and symptoms; treatments/procedures (CPT codes); diagnoses (ICD codes); immunizations administered; reportable diseases; dates, times and locations of clinical visits; injury/illness circumstances; and disposition.	Medical Administrator	Manage Other Federal Government Support	External (CDC)	External Activity							Disease_Outbreak
Medical Administrator - External (VA CMS)	Customer Health Care Information	All information about customer health data, customer care information (including encoded diagnoses and procedures), customer encounter data, customer demographic data, and customer insurance information. Selected information is provided to both external and internal customers contingent upon confidentiality restrictions. Information provided includes immunization certifications and reports, birth data, and other health information for use in readiness status. Information may be accumulated through diagnosis, health history, interviews, examinations, evaluations, radiological studies, and laboratory tests, such as blood titers, including both current and historical data. Historical data may include treatments and consent for those treatments, and diagnostics performed on the individual. Information can include veterinary data when the customer is a non-human animal. Includes information from (automated, standardized) surveys completed by individual service members before and after deployment. Pre- and Post-Deployment and clinical Qualified Medical Evaluation data.	Medical Administrator	Manage Other Federal Government Support	External (VA CMS)	External Activity	Data		FOUO	Routine	Event-Driven	Hours-Days	Customer_Health_Data
Medical Administrator - Force Manager	Labor Productivity Information	Personnel and clinical (location, etc.) information used to calculate and measure labor productivity of the workforce supporting the Military Health System.	Medical Administrator	Perform Medical Management	Force Manager	Provide Manpower Accounting Information	Data		U, FOUO	Activity Critical	Event-Driven	Days	Labor_Productivity
Medical Administrator - Human Resources Specialist	Credentialed Staffing Requirements	Quantity and qualifications of credentialed personnel needed to execute medical or business activities.	Medical Administrator	Schedule Services and Check-In	Human Resources Specialist	Execute Placement Assignment Transfer							
Medical Administrator - Human Resources Specialist	Environment and Occupation Health Information	A description of environmental conditions and the health risks posed by those environmental conditions. Facts or data regarding exposures of individuals to health hazards or radiation in the workplace.	Medical Administrator	Define Assess Population	Human Resources Specialist	Manage Work Force Occupational Safety Analysis							
Medical Administrator - Human Resources Specialist	Environmental and Occupational Health Hazard Monitoring Information	Information relating to the surveillance of documented exposures of individual and groups of service members to health hazards in the workplace and in the environment to support epidemiologic analysis and research to quantify the relationships between these factors and specific illness or injury. Includes an aggregated analysis of such data elements as: disease outbreak detection data, chem/bio exposure data, syndromic surveillance data, disease non-battle injury (DNBI) data, environmental exposure data, occupational exposure data, assignment history, and location history.	Medical Administrator	Perform Medical Surveillance	Human Resources Specialist	Manage Work Force Occupational Safety Analysis							Environmental_Exposure_Data
Medical Administrator - Human Resources Specialist	Health Care Personnel Privileges	Authorizations granted to health care personnel allowing them to perform specific health care services.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Execute Placement Assignment Transfer	Data		FOUO	Activity Critical	Event-Driven	Hours - Days	Healthcare_Personnel_Privileges
Medical Administrator - Human Resources Specialist	Improvement Strategy	Approach for advancing or changing for the better the business rules or business functions of the Military Health System. Includes strategies for improving Military Health System employee performance (including training requirements), utilization management, workplace safety, and occupational health.	Medical Administrator	Ensure Quality of Health Services	Human Resources Specialist	Administer Performance Program	Data, Graphics		U	Activity Critical	Event-Driven	Weeks	MHS_Improvement_Strategy
Medical Administrator - Human Resources Specialist	Individual Medical Readiness Information	Information relating to the near real-time surveillance of the medical indicators for determining the medical deployability of individual service members. Includes individual-level analysis and reporting on such indicators as current periodic health assessment; presence or absence of deployment-limiting conditions; dental readiness; immunization status; required laboratory studies, samples and documentation; and required medical equipment appropriate to individual and to specific deployment issued.	Medical Administrator	Perform Medical Surveillance	Human Resources Specialist	Execute Placement Assignment Transfer							
Medical Administrator - Human Resources Specialist	Occupational Certification Data	Information about licenses, formal education, and other relevant credentials possessed by health care personnel.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Manage Certification and Licensing	Data		FOUO	Activity Critical	Event-Driven	Days	Occupational_Certification
Medical Administrator - Human Resources Specialist	Personnel Leave Plans	Leave plans for absences of Military Health System staff members.	Medical Administrator	Schedule Services and Check-In	Human Resources Specialist	Manage Time and Attendance							Personnel_Leave_Plans
Medical Administrator - Human Resources Specialist	Personnel Performance Review Information	Human Resource information relating to the performance reviews of the Military Health System personnel.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Support Performance Evaluation Process	Data		FOUO	Activity Critical	Event-Driven	Days	Personnel_Performance_Review
Medical Administrator - Human Resources Specialist	Quality & Utilization Information	Quality and utilization information from UM/QM Management used to maintain Provider certification and credentialing.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Support Performance Evaluation Process	Data		FOUO	Activity Critical	Event-Driven	Days	Provider_Performance
Medical Administrator - Human Resources Specialist	Resource Availability	The availability of all people, equipment, supplies, facilities, and automated systems needed to execute business activities. Includes medical unit current capability and readiness data, which consist of facts or data regarding the ability of individual and aggregate medical units to provide the capabilities (support) required by the combatant commanders to execute their assigned missions. Capabilities are derived from the ability of each unit to deliver the medical functions it performs.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Execute Placement Assignment Transfer	Data		FOUO	Activity Critical	Event-Driven	Days - Weeks	Medical_Resource_Availability
Medical Administrator - Human Resources Specialist	Time Management Information	Human Resource information relating to the Time and Attendance of Military Health System personnel.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Manage Time and Attendance	Data		FOUO	Activity Critical	Event-Driven	Minutes - Hours	Attendance
Medical Administrator - Human Resources Specialist	Training Requirements	Expression of education or training needs to be satisfied.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Manage Training	Data		FOUO	Activity Critical	Event-Driven	Days - Weeks	Training_Requirements
Medical Administrator - Human Resources Specialist	Training Verification Data	Documented evidence of training received by health care personnel.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Manage Training	Data		U, FOUO, C	Activity Critical	Event-Driven	Seconds - Days - Weeks	Training_Verification
Medical Administrator - Human Resources Specialist	Transportation Arrangements	The administration of moving and relocating customers to a location where they can receive appropriate health care intervention.	Medical Administrator	Manage Patient Movement and Patient Encounter	Human Resources Specialist	Manage Transportation Reservation							
Medical Administrator - Human Resources Specialist	Transportation Requirement	A stated need to move and relocate customers to a location where they can receive appropriate health care intervention, including any medical requirements to the patient, such as clinical requirements for safe transport.	Medical Administrator	Manage Patient Movement and Patient Encounter	Human Resources Specialist	Prepare Travel Authorization	Data		FOUO	Activity Critical	Event-Driven	Minutes	Transportation_Requirement
Medical Administrator - Human Resources Specialist	Validated Credential Data	Verified credential information about health care personnel.	Medical Administrator	Perform Medical Management	Human Resources Specialist	Manage Certification and Licensing	Data		FOUO	Activity Critical	Event-Driven	Hours - Days	MHS_Staff_Credentials
Medical Administrator - Travel Manager	Health Care Service Information	Knowledge derived from the process of delivering a health care service, including progress notes, procedure notes, and other encounter-based information regarding the procedure performed and associated circumstances. Also may include information on specimens drawn, individual patient demographic data, symptoms, Common Procedural Terminology (CPT) codes, and International Classification of Disease (ICD) codes.	Medical Administrator	Coordinate and Integrate Health Services	Travel Manager	Receive Travel Information	Data		FOUO	High	Event-Driven	Seconds - Days	Health_Care_Service_Record
Medical Administrator - External	Travel Requirement	This requirement defines an organization's or person's need for travel, including movement of goods, using the travel card (where authorized). It may be an unfunded or funded requirement.	Medical Administrator	Perform Medical Management	External								TRAVEL-AUTHORIZATION CONTRACT GUIDANCE PERSON TRANSPORTATION-RESERVATION TRAVEL-LOCATION TRAVEL-LOCATION-SEQUENCE
Medical Administrator - External	Benefit Administration Information	This is information required by external organizations such as Veterans Affairs (VA) or Office of Personnel Management (OPM) to control participation in programs supporting Department of Defense Human Resources.	Medical Administrator	Manage Other Federal Government Support	External								ADMINISTRATIVE-EVENT ADMINISTRATIVE-EVENT-AGREEMENT ADMINISTRATIVE-EVENT-REASON CONTRACT CONTRACT-PERSON HEALTH-CONDITION LOCALITY-PAY-ADJUSTMENT OCCUPATION ORGANIZATION PAY-PLAN PAY-PLAN-GRADE PAY-PLAN-GRADE-STEP PERSON PERSON-HEALTH-HISTORY PERSONNEL-AGREEMENT PERSONNEL-RESOURCE

*Classification
N - Controlled - Official Use Only
C - Confidential
U - Unclassified

MHS OV-7

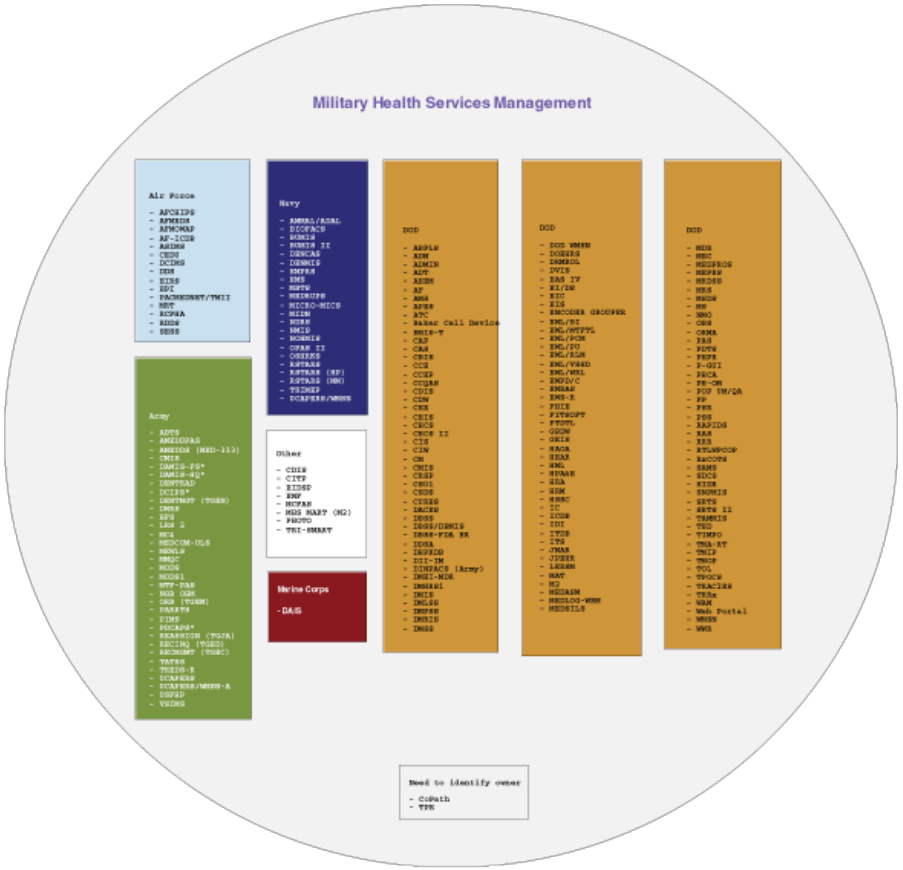
HRM


PERSON-EVALUATION
EVALUATION
HEALTH-SERVICE-ORDER
HEALTH-SERVICE
is_ordered_on
Health_Service_Order_Type_Code
EVACUATION
participates_in
EVACUATION-HEALTH-SERVICE-ORDER
PERSON-EVACUATION
EVACUATION-POINT
PERSON-PROFILE
Person_Profile_Type_Code
EMPLOYMENT-PROFILE
EMPLOYMENT-PROFILE-HISTORY
PERSON-HEALTH-HISTORY
is_included_in
HEALTH-CONDITION

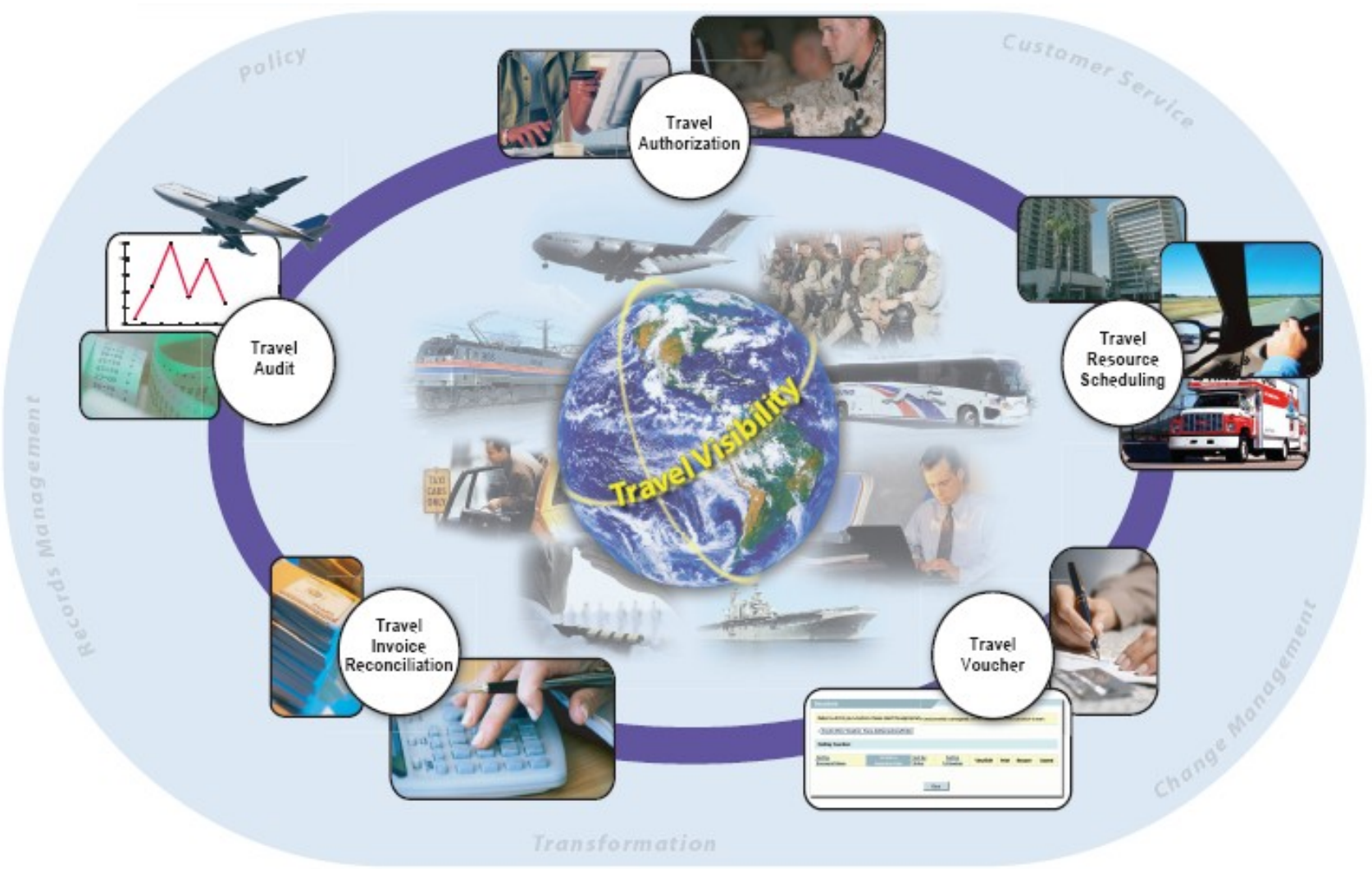
Department of Defense – Human Resources Management

MHS SV-1

HRM



Travel OV-1


Policy
Customer Service
Records Management
Change Management
Transformation
Travel Authorization
Travel Resource Scheduling
Travel Voucher
Travel Invoice Reconciliation
Travel Audit
Travel Visibility